

APR. 5, 1957

# Sales Management

THE MAGAZINE OF MARKETING



Janet Pilgrim: Playboy's Playmate  
Page 33

ADVERTISING

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## What You Should Tell Your Salesmen About Your Advertising

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*"70% of Industrial Sales Calls  
Are Ineffective and Worthless!"*

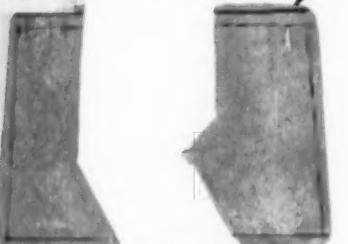
Page 82

A Heart-to-Heart Talk  
With a New Sales Chief

Page 34

*"My Friends Haven't Stopped Drinking,  
Have Any of Yours?"*

Page 38





## Preview your poster—full color, full size ... before it is lithographed!

Here's a remarkable service for *every* advertiser. General Outdoor Advertising will actually hand paint your 24-sheet poster—full color, full size—for a preview showing on test boards! These are the same artists who do the finished work on our painted boards. The cost is only \$100!

This is the only *real* way to judge the final appearance of your poster *before* lithography. Even the finest comprehensive layouts won't reveal the finished look of a 24-sheet. Secondly, there's no truer measure of your poster's impact. A test board showing is like a sample insertion in a newspaper!

This preview service is now available to agencies and advertisers in all GOA plants. Call your local GOA office, or write us in Chicago.



General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

*In the first quarter of 1957*

# McCALL'S

**Advertising Linage...**

**Advertising Revenue**

**UP 18.1%**

**UP 27.8%**

OVER THE FIRST QUARTER OF 1956

The full year of 1956 gave McCall's the largest advertising revenue in its history and a gain of 135 columns of advertising over 1955.

In the first quarter of 1957 McCall's gained 145 columns of advertising over the first quarter of 1956.

The first quarter of 1957 also showed a gain of more than a million dollars in advertising revenue over the first quarter of 1956.  
The figures:—

McCALL'S	1st Quarter 1957	1st Quarter 1956	GAIN	% GAIN
Advertising Columns	947	802	145	18.1%
Advertising Revenue	\$4,706,000.	\$3,681,740.	\$1,024,260.	27.8%

Source: 1956 figures, PIB.  
1957 figures, Pub. Est.



## McCall's ...The magazine of Togetherness

# THE LANDING STRIP

as seen by  
JOHN BURGOYNE

April coming around reminds us that baseball season opens soon. And we thought maybe we'd remind you to make your reservations early for the World Series in Cincinnati this Fall. Those Redlegs have got blood in their eyes (we took a survey) and they're going to be tough to beat this year. We ran into Ted Kluszewski not long ago and he looks better than he has in years.



That boy's bat, all by itself, can spell the difference in this year's race. At any rate, the latest predictions from our far-flung network of baseball spies is: The Reds by five games, going away.

When a competitor began a saturation campaign for his scouring pads, a manufacturer we know began to worry about his own product. "Is this boy's effort cutting into my grease?" he asked. He began to get as nervous as a long-tailed cat in a room full of rocking chairs. "What do I do now?" he asked. "Call Burgoynie," his secretary shouted, and he did! Burgoynie surveyed Cincinnati, Rockford and Toledo and gave him the percentages. With this info the manufacturer took the steps necessary to meet the competition and did all right.

There's only one SURE way to find out what you want to know about your products fast. And that's to call Burgoynie. He's quicker than a cat — in a room full of rockers, that is.



FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

# Sales Management

THE MAGAZINE OF MARKETING

April 5, 1957

Vol. 78, No. 7

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N.Y. LExington 2-1760

## HIGHLIGHTS

### "MY FRIENDS HAVEN'T STOPPED DRINKING . . .

. . . and have any of yours?" asks Tubie Resnik, executive vice-president and general sales manager, Calvert Distillers. We have a hunch that many of you will want to write your own variation of the letter that Resnik has just sent to his 350 salesmen and 400 distributor executives to help them answer that old chestnut "How's business?"

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### WILL YOU GIVE HIM THAT PROMOTION?

You are proud of your star salesman and you want to move him into his first management position. Your salesman covets that promotion, too. But before you make the move and before he accepts it, both of you will want to read "A Heart-to-Heart Talk with a New Sales Executive."

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### IT'S SALES CHIEF'S JOB TO CUT COSTS

The big news in industry today is the value analysis or cost reduction committee—headed by the product sales executive. Read in this issue how Westinghouse gets all departments into the act—for the immediate benefit of the sales department and the long-range benefit of the whole company.

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### SECOND QUARTER: SALES 4% ABOVE '56

Spring consensus of re-analysis by SALES MANAGEMENT's 307 man Future Sales Ratings Board reveals: Increased ratings for five, decreased for nine industries. But estimated sales for the quarter, nevertheless, will be an average 4% above 1956.

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### JANET PILGRIM: PLAYBOY'S PLAYMATE

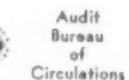
The 750,000 subscribers to *Playboy* know that Janet Pilgrim is circulation director. They have seen her three times as *Playboy's* playmate of the month and she has been clothed mostly in sheer gossamer. Now her 30-year-old boss has sent this 21-year-old Pilgrim from Chicago headquarters to New York to assist the advertising sales department. She almost wasn't hired. Reason: "I was Too Pretty. Imagine!"

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### ADVERTISING AS A SALEMAN'S TOOL

The primary purpose of most advertising and consumer media is to influence the consumer to buy—if not to demand—at least to accept. Do your salesmen have the knowledge required to "milk" your advertising at the local level where it will count most? This article will help you to use advertising as a salesman's tool.

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Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N.Y. SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., WAtnut 3-1788; Philip Harrison, General Manager; Robert Latwin, Editor.

## "70% OF INDUSTRIAL SALES CALLS

... are ineffective and worthless! If this statement shocks you," says the supervisor of purchasing, instrument department, General Electric Co., "it should, for if this is typical of industrial selling, then it may also be true of your own operation."

## SALES POWER OF A HANG TAG

Two pages of tags on parade, all praised by buyers surveyed, are in this issue. Retailers also tell what's right—and what's wrong—with hang tags.

## CASES IN SALES ETHICS

Readers have showered us with their opinions about the article in the February 15 issue of SALES MANAGEMENT, "When An Order Hangs on a Fine Point in Ethics." For what your fellow readers have to say about the seven situations, which involve professional behavior, turn to page . . .

## THREE HATS FOR MR. K

Top executives will see their hopes mirrored in the new biography of General Motors' fabulous Charles Kettering. He's a combination philosopher, successful inventor, and scientist with a sensitive appreciation of human motivation that makes him a star salesman to top management.

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Advertising As a Salesman's Tool, Part I

### Business Conditions

Spring Consensus Indicates High Sales for Second Quarter of 1957

"My Friends Haven't Stopped Drinking, Have Any of Yours?"

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It's Sales Chief's Job to Cut Costs

### Packaging

"Will It Sell More Pabst?"

### Sales Management

A Heart-to-Heart Talk with a New Sales Executive

### Salesmanship

Three Hats for Mr. K.

"70% of Industrial Sales Calls Are Ineffective and Worthless!"

Readers Sound Off on Cases in Sales Ethics

"What Books Should I Read?"

### Sales Promotion

Motorola Ties Its Promotion to a Star (Two of Them, in Fact)

Retailers Cheer "Good Housekeeping Weeks"

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## *A \$7 Billion Industry is Buying from*

## THE PACKER

As you—and the nation—sleep, a vast \$7 billion industry takes up the nightly multi-million dollar task of buying, selling, and distributing fresh fruits and vegetables for America's dinner tables.

During this midnight to morning working "day" of this important segment of the Fresh Fruit and Vegetable Industry its members depend on the Packer, weekly news-publication of the industry. They look to it for vital trade news, market forecasts, and industry information. Most important to you, 24 hours a day the Packer is also their buying guide for the goods and services you have to sell.

Wake up to the market the Packer offers you in coverage, readership, and results. It's read thoroughly every Monday by the 16,421\* industry leaders—growers, shippers, brokers, buyers and distributors—who control more than 85% of the industry's buying power.

P.S. Nearly 20,000 copies of FRESH, the Packer's new 1957 Yearbook of the industry are now on the press. Nearly 1,000 display advertisers took this FRESH opportunity to reach more buyers daily the year around. Better make a note to reserve 1958 space now.

\*ABC average net pd. circ. for 12 months ending June 30, 1956.

## THE PACKER

PUBLISHING CO.

201 Delaware Kansas City, Missouri

JOIN THE NORRISTOWN, PA.

# 1000 CLUB

## HUSH! HUSH! HUSH!

... S.M.'s Survey of Buying Power rules state we can't give you the details of all our wonderful increases in market value until published, May 10, 1957.

That's fair enough, so we will be "sportsman to the end" along with the rest. And we keep to ourselves the details of bigger sales and steadily improving business conditions we have witnessed here at home in Norristown for more than a year.

### NOTE: To Bob and Harry.

Don't give out any double talk about how you cover the whole metropolitan area. We know we cover all of ours with the Times Herald only. You must split the credit between mornings, evenings, etc. with all that duplication.

## THE Times Herald NORRISTOWN, PA.

National Representative: The Julius Mathews Special Agency

### Prosperous LANSING Continues to Attract

### Top Earners



Mr. W. F. Burke, Ohio Oil Company Michigan District Manager

INCOME PER FAMILY—16th in Nation\*

HOME OWNERSHIP—17th in Nation

CAR OWNERSHIP—44% Above National Average

\*Sales Management, 5/10/56

LANSING  
MICHIGAN

Capital City  
of Michigan



## THE STATE JOURNAL

Member of Federated Publications

REPRESENTED NATIONALLY BY  
SAWYER-FERGUSON-WALKER COMPANY

## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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### ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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(in addition to Sales Management): Sales  
Meetings, Tide, Premium  
Practice, INDUSTRIAL: Rubber World, Plastics Technology, MERCHANDISING: Fast  
Food, Floor Covering Profits,

Grocer-Graphic, Tires and Yankee Grocer.  
Copyright, Sales Management, Inc., 1957



SALES MANAGEMENT

# How To Sell Children's Products

Advertise in Dell Comic Group if you're looking for really complete coverage of the vast market of school-age children. In Dell Comic Group, your sales message reaches virtually 9 out of every 10 children in the U.S. The chart below shows how extensively just ten Dell Comic Group titles (based on a circulation guarantee of 9,000,000) are read in three U.S. communities. These figures stem from classroom surveys in public school systems across the country—all under the auspices of the school boards. With its recently increased titles, Dell Comic Group now guarantees a circulation of 14,000,000 young readers. Dell Comics are the favorites of children everywhere because they feature world famous and loved characters. Parents, teachers and church groups approve them, too—and they've won many awards for their high quality. Let Dell Comic Group sell your product to this highly profitable market as it has for many leading advertisers.

## DELL COMIC GROUP READERSHIP AMONG SCHOOL-AGE CHILDREN IN THREE U.S. COMMUNITIES

(BOTH BOYS AND GIRLS)

POUGHKEEPSIE, N. Y.	88.1%
ELMHURST, ILLINOIS	81.4%
NORWALK, CONNECTICUT	89.9%

## DELL COMIC GROUP

Walt Disney's Mickey Mouse, Walt Disney's Donald Duck, Walt Disney's Comics, Walt Disney's Chip 'n Dale, Walt Disney's Uncle Scrooge, Walter Lantz' New Funnies, Marge's Little Lulu, Tom & Jerry, Looney Tunes, Bugs Bunny, Woody Woodpecker, Tubby, Porky Pig, Tweety & Sylvester, Daffy, I Love Lucy, Beetle Bailey, Andy Panda, Roy Rogers, The Lone Ranger, Tarzan, Lassie, Rin Tin Tin, Sgt. Preston of the Yukon, Ben Bowie, Tonto, Zane Grey, Turok, Jace Pearson, Rex Allen, King of the Royal Mounted, Range Rider, Western Roundup, Cisco Kid, Annie Oakley, Dale Evans, Jungle Jim, Hi-Yo Silver, Indian Chief, Gene Autry.

## DELL COMICS ARE GOOD COMICS

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.



**TIME:** April

**PLACE:** Paris

**ACTION:** 2 Americans meet to film 60-second commercials

Paris, Springtime, Pond's, beauty...

These men will meet in Paris to make 20 commercials in color and black and white...for theater screen and TV showings in 34 countries.

*Why in Paris?*

The special problem is to create for Pond's products a single series of films which will be universal in their appeal to women in many lands outside the U. S. A.

Scripts were prepared months ago. Then bids were requested from 15 producers in nine different countries. J. Walter Thompson Company had worked with 13 of these producers

so we were able to make an informed choice among them...a choice based not just on cost, but on facilities, background and casting requirements peculiar to the job.

In April in Paris the two men—from Chesebrough-Pond's and Thompson—will meet to begin work.

J. Walter Thompson Company is uniquely equipped to handle a job of this nature and scope. Our film departments are headed by experienced production supervisors in London, Paris, Buenos Aires, São Paulo, Rio de Janeiro, Mexico City,

Calcutta, Bombay, Sydney, New York, Chicago and Hollywood. We have been producing films for advertising in major markets around the world since 1931.

If you would like to know more about films for advertising—anywhere in the world—write or call the J. Walter Thompson Company office nearest you, or to 420 Lexington Avenue, New York 17, N. Y.

**J. WALTER THOMPSON COMPANY**

New York, Chicago, Detroit, San Francisco, Los Angeles, Hollywood, Washington, D. C., Miami and principal international markets

SALES MANAGEMENT

## EDITORIALS

### Always Room for Point of Difference

It was a year ago that Ralston Purina Co. "declared its independence from cereal premiums. No more toys, noise, nuisance or nonsense in any Ralston cereal."

It's been a good year for everyone: First, for the wags who prophesied that Ralston would have to run up the white flag of surrender and return to giving the kids the gimmicks. And it's been a good year for Ralston. Throughout the year everyone has been asking: "Does it work?" "How's Ralston doing?" "What are its sales?" Well, Ralston has taken full-page ads to proclaim: "Ever since Ralston closed its toy department, sales have gone up month after month — every single month for a year — better than they ever were with premiums!"

We suppose that a couple of premium houses will call us and demand to know, "Are you trying to wreck our business?" because we call attention to a company that has dared to be different. We do not believe it's any reflection on the premium business, because the premium business is larger today than a year ago and no doubt the many companies that are using premiums would never consider giving them up.

The rejuvenated Chrysler Corp. has the imagination and the heft to rival the opulence of the fabulous General Motors Motorama which opens in New York at the beginning of each model year. A couple of years ago Chrysler was tempted to do so and called in a top designer to stage it. The designer's advice: Don't try to imitate what your competitor has done exceptionally well. Be different and establish your identity in other ways.

Pause when you're tempted to imitate. You may find it more profitable, and personally more satisfying as a creative sales executive, if you have the imagination and the guts to be different.

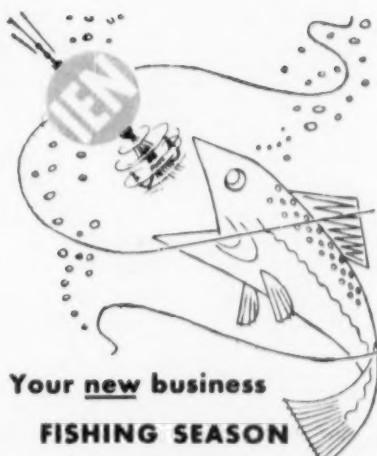
### Your Old Friend GNP

*Barron's* weekly recently devoted a page to tearing down "gross national product" as a faulty measure of business activity and one of the charges brought is:

"Since GNP is a creation of economists rather than an aspect of actual business experience, it can prove a misleading measure. [GNP includes] such obscure components as space rental value of owner-occupied non-farm dwellings, food and fuel produced and consumed on farms . . ."

Everyone should bear in mind that what both government and business wish to achieve is a sound measure of purchasing power and if a farmer gets \$1,500 worth of relatively free rent, fuel, vegetables, fruit, dairy products and meat, it is \$1,500 worth of merchandise and services for which the city family would have to hand out hard-earned cash. The savings which the farmer makes in this area can, and probably will, be spent in other directions.

No one can argue that these items are not produced income. A sad case could be made out for the farmer if we look only at his net cash income, after expenses, and without making any allowance for his free rent and the products he raises and consumes. But with those things added in, as properly they should be added, it is obvious that most of our farmers can enjoy living standards higher than most city families.



Your **new business**  
**FISHING SEASON**  
**NEVER ENDS...**

and your **CATCH NEVER**  
**DISAPPOINTS in...** **IEN**

Most new business comes from new markets where new products are being readied.

Each new product is a new sales opportunity for you if you sell the needed equipment, parts or materials.

The problem is to find the "fish" and land them.

With 452 different industries to watch, you need a blanket medium to piece out and amplify your other business papers.

Industrial Equipment News, at a cost of only \$165 to \$175 a month, will bait your hook in all 452 markets.

Your new business fishing problem is solved when you use IEN to find and help you land your quarry. Details?

*Write for YOUR MARKETS ARE CHANGING and complete DATA FILE.*

**Industrial Equipment News** **IEN**  
FOUNDED 1912  
Thomas Publishing Company

**BPA** 461 Eighth Avenue, New York 1, N. Y.  
**NFP** ... Affiliated with Thomas Register



## What makes a market great?

Ducks, like industry, thrive on water—and, like industry, they find a bountiful supply in the 223 counties of the Upper Midwest.

In Minnesota alone, one square mile in every 20 is covered by water. Minneapolis water mains can supply more than twice as much water as the city now uses.

Underground water also is plentiful: 1,000-gallon-a-minute commercial wells are common. Yet one geologist states: "As far as we can see, there is no danger of overdraining—no sign of difficulty even in downtown Minneapolis where wells are concentrated. Few areas in the country can promise industry the water supplies Minnesota can."

Minnesota's "close to the surface" water is only part of the fabulous wealth of the Upper Midwest. Just consider: mining companies are spending more than a billion dollars in Minnesota on facilities to process taconite . . . North Dakota's Willis-

ton Basin, where oil was discovered in 1951, now has 785 producing oil wells in 32 proved fields with refineries and related industries sprouting all over the Upper Midwest. And enough lignite has been found in North Dakota to supply the total solid fuel consumption of the United States for 240 years.

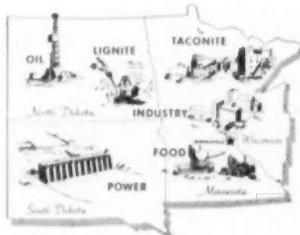
Such rich natural gifts enrich the people, too. They hunt and play on the waters that power their industry. They prosper from many skills.

They are happy, dependable, active.

No wonder it is said, "The next 25 years belong to the Upper Midwest."

**NOTE TO ADVERTISERS:** The quickest, most economical way to tap the expanding Upper Midwest Market is through the pages of the Minneapolis Star and Tribune. (Now only the four largest U. S. cities have newspapers with more circulation than the Minneapolis Sunday Tribune.)

Copr., 1957, The Minneapolis Star and Tribune Co.



# Minneapolis Star and Tribune

EVENING MORNING and SUNDAY

625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

## PEOPLE WANT MORE LEISURE

"The American people have made it thoroughly clear," observes Peter F. Drucker in his new book, "America's Next Twenty Years," [Harper & Brothers, \$2.75] "that they have decided to take in the form of greater leisure, a big slice of any increase in productivity."

Below is a Picto-Editorial of Drucker's view of the population that will be available to you over the next decade—

### In Your Next 10 Years

Population will increase 20%



But population of working age will increase only 10%

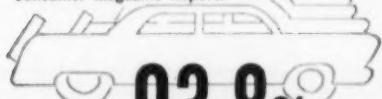
Population actually available for work will increase only 6%



And total hours worked by the whole economy in the course of one year may not increase at all.



Excerpt from Starch 51st Consumer Magazine Report:



**93.8%** of all

*Elks* Magazine households surveyed own one or more automobiles. Each 100 *Elks* Magazine households own 122.4 automobiles.

In the car ownership classification, The Elks Magazine leads all others appearing in the report.

1,180,296 Elks comprise a mass market with class incomes the median of which is \$6,050. The Starch 51st Consumer Magazine Report gives the complete picture. Just write or phone to see a copy.

THE **Elks** MAGAZINE

New York Los Angeles  
Chicago Portland, Ore.



Household goods, office equipment, and exhibits are  
**IN GOOD HANDS**

when the moving job is entrusted to the Wheaton organization. Each step planned and executed by an efficient team functioning as a single unit.

#### FREE Moving Day Kit

—full of helps, labels, address cards, to all personnel transfers.

Call your local Wheaton Agent (500 Agents — all principal cities) or write to:

**Wheaton**  
Van Lines Inc.  
General Offices  
Dept. 25, Indianapolis, Indiana

**LONG DISTANCE MOVING**  
"the safest distance between two points"

Western affiliate:  
**LYON VAN LINES, Inc.**,  
Los Angeles, California

# "...we know trade and industrial publications



Hamilton Watch Company's Robert J. Gunder began his business career in the most highly regarded American tradition—as a newsboy during his grammar school days. Mr. Gunder majored in drama at Carnegie Tech and has written a number of plays and radio scripts. After a short stint with a Little Theater group in Gloucester, Mass., he sensed that the advertising field would prove both more dramatic and challenging. He joined Hamilton in 1928 as an advertising copywriter, and today is the company's Director of Advertising and Sales Promotion. He is a member of the Management Committee of the Association of National Advertisers. We interviewed Mr. Gunder on the subject of advertising in general, and on trade and industrial publications in particular. We think you'll be interested in his views.

**Q** Mr. Gunder—before we get into a general discussion would you tell me something about Hamilton's new electric wrist watch? It certainly intrigues me!

**A** It seems to have intrigued a lot of people. We announced it early in January with trade and consumer publicity, and subsequently with publication advertising to both audiences. It enjoyed an instantaneous response. Our Production Division is still trying to catch up with the orders.

**Q** Were you the first company to develop and introduce an electric wrist watch?

**A** Yes, we were the first. And we expect the electric wrist watch to remain exclusive with Hamilton, for a while, at least. We have about 50 patents pending.

**Q** That's very interesting. Now, would you tell me about the background of the Hamilton Watch Company?

**A** It comes as a surprise to most people that although the name Hamilton is widely known, we are actually one of the youngest American watch companies. The first watch enterprise on this site started in 1874. Difficulties were encountered, however. After several re-organizations, our firm first went into business as the Hamilton Watch Company in 1892.

**Q** Did you specialize in any particular type of timepiece that gave you a competitive advantage?

**A** We certainly did—the first objective of those who founded the company was to produce a quality railroad watch. Along about the early '90's a series of disastrous railroad wrecks occurred—many, if not most of which were caused by engineers' watches that could not keep accurate time. For the first several years our entire production was in railroad watches. That gave us the reputation, which we still enjoy today, of manufacturing "the watch of railroad accuracy."

**Q** Are railroad watches still your biggest item?

**A** No, they are not. They are still one of our vitally important products, but they represent only a small percentage of our watch volume. Except with railroad people, pocket watches are no longer popular, in spite of the fact their relatively large diameter movements can be made to insure an extremely high degree of accuracy. No, our largest volume is in wrist watches—men's and women's. The public wants wrist watches, and we make a wide variety of styles to choose from. The public also wants more than one type of watch. For those who want a manually wound watch, we have it. For those who want an automatic watch that's self-winding, we have that, too. And we have the new electric watch.

**Q** When did Hamilton first advertise?

**A** Oh, we have always advertised . . . at least our records show advertising as far back as 1893. In the early days, we concentrated largely on testimonial advertising. It's interesting that we never solicited or paid for a testimonial—we had files full of them from railroad people all over the country who volunteered to testify to the quality of the Hamilton watch. I guess our company is as good an example as any of the value of advertising. I would say that if you ask people at random who makes railroad watches, 9 out of 10 will name Hamilton.

**Q** When did you first use the trade and industrial press?

**A** We've advertised to the jewelry trade ever since we started in business. We feel we are a leader in the jewelry industry, and as a leader we must be represented in the publications which serve our industry. There are two national publications in the general jewelry field and two horological. We use all four, and also several regional magazines.

**Q** What would you say your advertising philosophy is?

**A** Well, we have a very definite objective in our advertising. In essence, it's to maintain—and continue to build—the public's concept of Hamilton as the

# deliver the audience we must reach"

maker of fine quality merchandise. We consider ourselves a somewhat conservative company, and as a result, our advertising must reflect the prestige, quality and reputation we have built up over the years. We stress good taste and style that will stay in style.

**Q Is this your objective in both your consumer and trade advertising?**

**A** Not exactly. We do merchandise our consumer advertising to dealers by reproducing consumer ads in the trade publications, thus reminding the jeweler of our reputation for quality and style. But we have a message for him as a dealer. When he sees our ads in consumer magazines he tends to view them as a consumer himself. But when he reads about our company and its products he wants information that will help him as a businessman. Our advertising in the trade press stresses ideas that will further cement our dealer-manufacturer relationship. I think that a man who picks up a trade publication has in essence said to himself, "This is the time I have allotted to my business, and everything that is connected with my business is of interest to me." That's why we feel it is the most favorable climate in which to make our presentation within the business area.

**Q You feel, then, that you couldn't do without trade publication advertising?**

**A** Well, of course you can do without a lot of things if you have to, but I'd say they were a mighty important part of the whole process of selling. We know trade and industrial publications deliver the audience we must reach. And I'll say this—I'm sure there are a few retail jewelers who don't read jewelry trade publications, but I'm sure there are no important ones who don't!

**Q Do you use any other trade or industrial publications?**

**A** Oh, yes indeed. You see we make many products beside watches, and we use the trade or industrial publications in their respective fields to promote them. But even in our watch business we use more than jewelry magazines. For instance, we have a Presentation Sales Division in which watches are offered—through jewelers—to industry. Business organizations of all types are potential customers for Hamilton watches as awards—for outstanding achievement, years of service, et cetera. Naturally, in a program of that kind you must reach corporation officials, purchasing agents, personnel directors who are directly concerned with choosing such awards.

So we use the general business publications and industrial media they read.

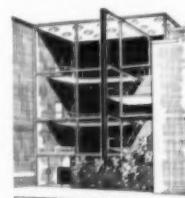
**Q What about your products other than watches?**

**A** Our Allied Products Division, through which we sell products other than watches, uses trade and industrial publications, too. For instance, we make precision gages and highly specialized alloys; we also sell our fabrication service—miniature assemblies which must be made with a great deal of accuracy. Here again, to reach the buying influences concerned with these products, we use the business publications in their fields. We also have an electronics division—the Hathaway Instrument Division, in Denver, which advertises regularly in the trade press.



Through the use of trade and industrial publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them and most productive for you. Today's reliable business press serves a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes a proportionate selling power.



# Chilton COMPANY

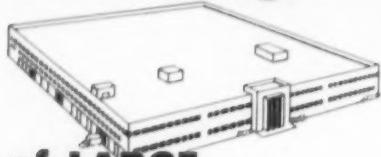
Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • Hardware Age  
The Iron Age • Jewelers' Circular-Keystone • Distribution Age • Motor Age  
Automotive Industries • Optical Journal and Review of Optometry • Spectator  
Commercial Car Journal • Boot and Shoe Recorder • Hardware World  
Gas • Electronic Industries • Butane-Propane News • Book Division



## most complete coverage



**of LARGE**



**MEDIUM**



**and SMALL**

### metalworking plants . . .

only modern machine shop  
offers you . . .

Largest circulation . . . . . **52,000**

Largest number of  
plants covered . . . . . **33,000**

Lowest cost per thousand . . . just **\$6.15**

Plus outstanding proof of advertising  
results: In 1956, Modern Machine Shop  
carried more pages of advertising than  
any other metalworking monthly!

With Modern Machine Shop's massive  
circulation, you get the most complete  
coverage of all metalworking plants—  
large, medium and small—plus deep  
penetration of the larger plants. Its good,  
big circulation is scientifically designed  
to do a thorough job in America's biggest  
industry!

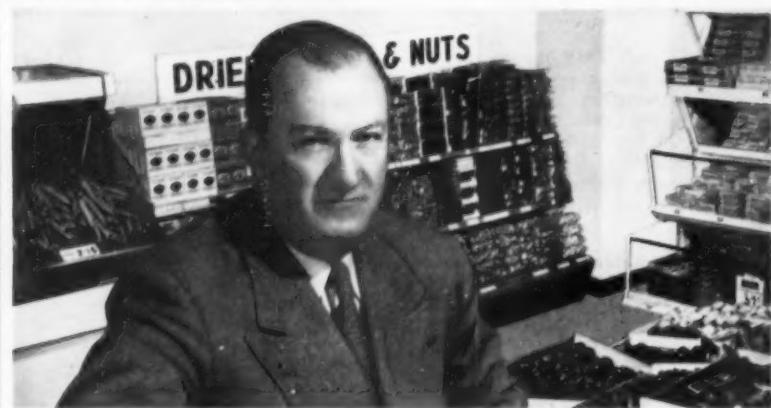
For results you can see, put your  
money where your market is . . . in

**modern machine shop**

431 Main Street, Cincinnati 2, Ohio

Also publishers of Products Finishing  
and Products Finishing Directory

## CORPORATE CLOSE-UP



### How Standard Brands' President Shops

When Joel Stephenson Mitchell, 58, president, Standard Brands Inc., finds time for family shopping in Greenwich, Conn., he thinks not only of the grocery items he puts in his cart but of the grocery manufacturing firms he might buy. His canny eye is on the lookout for companies that display Standard Brands' own success factors:

(1) *High volume in a [non-speculative] staple food.* This appeals to Mitchell as likely to reproduce the success of SB's stable-priced Tender Leaf tea and Blue Bonnet margarine. In his corporate role Mitchell might be considered allergic to eggs and nuts. At the end of 1956 downward price adjustments hit his large inventories of both. The one-two punch cut profits before taxes by \$978,000.

(2) *Convenience foods with a future.* Lines that attract Mitchell are those which seem to share the potential of SB's Chase & Sanborn instant coffee and Royal instant lemon pie filling.

(3) *A famous name in a class by itself.* To achieve this place in Mitchell's esteem a product would have to compare favorably with Black and White Scotch whisky, imported by SB's Fleischmann.

In making a corporate acquisition Mitchell pays cash as readily as he does at a supermarket checkout. He considers the largest cash transaction in food business history to have been SB's 1956 purchase of Clinton Foods, Inc., for \$58,541,936.

The brokerage house of Eastman Dillon, Union Securities & Co. prophesies that SB's net this year may reach \$13.9 million—\$1.8 million over last year's \$12.1 million. In Mitchell's plans non-foods play a minor part in any such gain.

The reason Mitchell expects to confine his corporate shopping to groceries? In his book the future belongs to the firms that do the best research now. He's putting all his eggs, oops, marbles let us say, in a basket labeled "FOOD" because he plans close coordination of SB's widespread research facilities into what could be the most comprehensive lab program in his chosen industry.

In food sales, SB has only General Foods Corp. ahead of it. But Campbell Soup Co. has recently stepped into second place in profits. Ironically Campbell's own position is partly attributable to some canny corporate shopping. In 1948 its then president, James McGowan, Jr., retired chairman, bought V8 juice cocktail from, you guessed it, Joel Mitchell, then in the first year of his presidency.

NBP

BPA

needed:

a super

magazine

The nation now musters 45 million families of *consumers* and puts their average income at \$5,000 a year. Fifty million will be the likely count when the next census comes!

But there will never again be enough salesmen. The day of personal selling to the consumer is about over. Like hand weaving, *hand selling* is too slow, too costly. The selling job, if it is to be done, is increasingly *up to advertising*—and the job grows as the unbelievable output of our factories multiplies.

We might call this the "super" era. Supersonic planes. Super automated factories. Super highways. Super markets.

There is also need for a super magazine—able to count its circulation by the dozen millions.

It should saturate key markets where the most productive selling can be done. It should price its space low enough to let advertisers use it regularly—every week if such super salesmanship is needed.

It should be able to move goods by the trainloads, make sales that look important to every business, even those with the billion dollar balance sheet!

Now measure THIS WEEK Magazine by these standards. It *already* distributes more than a dozen million copies every week.

It penetrates deep into hundreds of important markets all over the country.

It offers color pages for about half the usual cost per thousand.

It is already probably the most powerful selling force in print. And, used regularly and to capacity probably the most powerful selling force, *period!*

This magazine can say right now: "Your advertising will be read by more people here than in any other publication."

Its rate of growth is such that its leadership and readership are likely to *keep it far ahead*.

If you are looking for a super magazine, take a long look at THIS WEEK Magazine.



THIS WEEK Magazine shares the power and prestige of the 37 great newspapers which distribute it.



*starting its ninth year in a new home*

# WGAL-TV

LANCASTER, PENNA.  
NBC and CBS

Since the date of its first telecast, March 18, 1949, WGAL-TV has had eight happy and eventful birthdays. None has been happier nor more eventful than the latest one, which was made noteworthy by the "Dedication to Public Service" of the new WGAL-TV building, with its latest modern equipment and complete color facilities. These new facilities make it possible for WGAL-TV to give a birthday gift of better service to its countless viewers and its numerous communities, which combine to form America's 10th TV Market.

STEINMAN STATION • Clair McCollough, Pres.

316,000 WATTS

Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

**MARKETING'S ALWAYS IN MOTION.** No sooner do you master one set of facts and techniques in this wonderful business of selling than the facts are changed and the techniques are outmoded. We are conditioned to moving fast, thinking fast and changing fast. In fact, so quickly do we adapt ourselves to market and marketing changes that it's hard to remember how things stood as recently as yesterday.

The daily changes that are the lifeblood and challenge of selling are barely perceptible as we encounter and create them. And yet, these changes add up so quickly that it makes a fascinating study just to list those that may stand out as trends in the 1957 marketing year. For instance:

**Trading stamps.** If you ever doubt the power of an idea, just consider the phenomenal growth of trading-stamp use during the past two years. Retailers spent \$600-\$650 million last year for stamps—money that could have been spent to merchandise brands instead. This "idea"—for good or for bad—has had a tremendous effect on food marketing methods. Few food manufacturers saw it coming; practically none have been able to capitalize on it.

**Pre-packaging** of tomatoes, carrots, spinach and other produce hit a new high last year, following the trend to more convenience, more eye-appeal for the shopper.

**Packaging**, itself, has taken a few new turns in the recent past. Companies have been redesigning their trademarks for greater recognition value. They've been establishing product and product-family identity with color and design. Actual package changes—even major ones—are too numerous to mention. Stop and think of the package innovations in your own particular field within the past two years. It has been especially noticeable among industrial products formerly sold loose or in bulk. How about the new packaging materials you saw or read about for the first time during the past year?

**Trading-up** is an outgrowth of increased consumer disposable income. Everybody wants the best! Low-quality lines don't sell. Has this development caused a major change in your product line yet?

**House-to-house selling** is enjoying vigorous health. More salesmen are selling more products door-to-door—many that were never sold this way before. And surprisingly, many of the items being sold this way are relatively high priced . . . instalment payments welcomed. The consumer's acceptance of today's better-mannered direct salesman has altered and expanded the distribution setup of quite a few companies.

**Vending machines.** Call them "automatic merchandisers," "mechanical merchants" or what you will, there's plenty of proof that this means of selling is making giant strides. A decade ago annual sales were under \$1 billion. Last year they hit almost \$2 billion. The prediction for 1960—just three years away—\$3 billion. You can now get complete dinners, hot sandwiches, soup, pastries and fruit juices from coin-operated vendors. They even sold \$36 million worth of ice last year.

**Multi-unit packages** have won increased favor in recent months. Brewers have been using them for some time and recently started to offer **quarts** of beer in six-packs. Other food manufacturers are following the lead and meeting considerable success. Current examples: soup, dog food, beans, corn, peanuts, tuna fish are being banded in two's and three's. The idea is also catching on outside the food field with multi-unit packages for motor oil, socks, shirts, furniture polish, shaving cream and dozens and dozens of other items.

**Trade-ins** are being accepted as a spur to sales by carpet retailers, electric shaver makers, furniture outlets, appliance dealers to a greater degree than has been the case in recent years. It's an appeal to the **thrift-consciousness** of today's high-spending consumer—and it is working.

## Significant Trends (continued)

**Premium promotions** are unlimited in size, variety and appeal. Novelty has always been relied on heavily, but the big change here is the trend away from junk premiums. Cereal makers, for instance, now collect 25 to 50 cents with each box top so that somewhat jaded youngsters can receive better quality prizes. Premiums are big business!

**Housewares in super markets**, pet foods in drug stores, gift items in hardware stores and appliances in dime stores. This diversification is a rather recent development and its ultimate effect is not yet determined. But, it's a challenge to marketers, who must add thousands of outlets to their prospect lists. It means more calls by salesmen, more selling to chains, more attention to dealer and distributor relations . . . and a chance to expand volume of sales.

**Brand pre-selling** is currently being emphasized by leading manufacturers. There are more brands than ever before. There are more high quality, "equally good" brands that permit the consumer to have several favorite brands, rather than just one. Heavier media advertising is the approach to pre-selling used by most brand-makers—with stronger copy, bigger illustrations and lots more color.

**Vital statistics** change so rapidly we hardly notice them. Yet, vital statistics are what make markets. If you have a consumer product used by all—such as soap—here's what happened in the past seven days: You inherited more than 80,000 **new** customers (births and immigration); you lost slightly more than 28,000 old customers (deaths and emigration). This leaves you a net gain for the week of about 52,000. All of these eventually will be prospects for all known consumer items; some of them will become prospects for cranes and lathes and industrial diamonds.

Further changes from a year ago: approximately one million couples married and created nearly that many new households; four million couples had a baby; almost 19 million families made over \$5,000; some 30 million people moved.

**What else has happened** in the past year or two that affects you as a marketer? Well, first, the **cost-of-living** has gone up nearly 3% and your materials, labor and selling costs have probably risen more than that. **Money for loans** has tightened up, as you know, but that situation shows signs of easing now. **Mergers** were rather heavy during the past 12 months. The Federal Trade Commission is investigating some of these and inquiring into the selling practices of quite a few industry leaders. (See "Are More FTC Upsets on the Way," "Sales Management," p. 98, March 15, 1957.)

**Government spending** is on the rise, especially for military programs; the giant **federal highway program** is now underway; **factory wages** rose above \$2 an hour for the first time a few months ago; the **stock market** has adjusted downward after a three-year 250-point rise (Dow-Jones industrials).

\*  
**Bank interest rates** are up, enticing consumer cash; **Japanese and West German products** are delivering severe blows to several domestic industries.

**Did we say "marketing is in motion?"** That's an understatement. It's traveling at jet-speed! Your job is to stay abreast of those practically imperceptible daily changes that keep sales management an interesting, exacting and hazardous profession!

**PARDONABLE PRIDE**, we hope! We bragged in our 1956 Survey of Buying Power that "Sales Management's" figure for U. S. retail sales in 1954—\$170.0 billion—was only two-tenths of 1% off the \$169.7 billion that the Census Bureau came up with for that year. "Mighty small difference," we beamed.

Since then, partly as a result of a number of errors which we have called to its attention, the Census Bureau has been busy refining and polishing its figures and has now emerged with an over-all final total of—what do you think?—**\$170.0 billion!**

Note: "Sales Management's" 1957 Survey of Buying Power will be issued May 10. Our advance figures show 1956 retail sales at **\$192.5 billion**.



**UNDER VITAFILM—**  
**Color and Texture you can**

**SEE and FEEL!**

**(Doesn't attract dust either—only customers!)**

Mrs. K. knows what she wants when she shops for fabric. In store after store she pawed and clawed her way through bolt after bolt of rolled goods—ripping away wrappers, tearing her way through yard after yard while the sales-ladies cringed.

The result? No sale, and a lot of merchandise left to soil and spoil on the shelf.

**BUT NOW Mrs. K. is an OK gal**—she met her match in VITAFILM. You see this Goodyear film is tough and clear—lets customers *feel* the texture, *see* the true color of the

merchandise right through the wrap!

**MORAL:** Wise fabric and ready-to-wear folk are beating the wrap of tough customers by wrapping their goods in VITAFILM or using any of a wide variety of VITAFILM bags or trayed overwraps—great contact clarity, machinability, transmits texture and color in a soft, flattering way.

**BETTER CHECK INTO IT:** Call in a Goodyear Packaging Engineer for the full story of all the big benefits of VITAFILM. Write or call, Goodyear, Packaging Films Dept., Akron 16, Ohio.

P. S. The price? Best news of all!

Vitafilm, a Polyvinyl chloride-T.M.  
The Goodyear Tire & Rubber Company, Akron, Ohio

*The Finest In Sheer Protection  
The Greatest Thing Between You and Your Customer!*



# action in

## SELLING TOMORROW'S MARKET

### 1. The new concept

Here's how today's  
firms are focusing  
their efforts

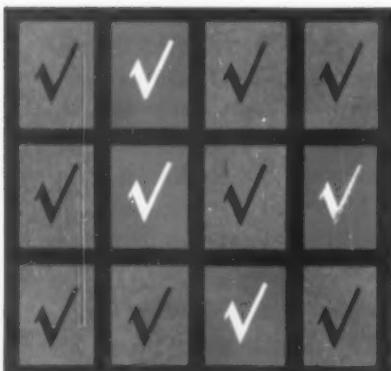
BASIC approaches to selling in the American market are changing. Business is basically applying a new point of view which begins and ends with the customer.

Manufacturing, engineering or financial departments are beginning to operate in a different framework. What is good for the customer is also good for the company.

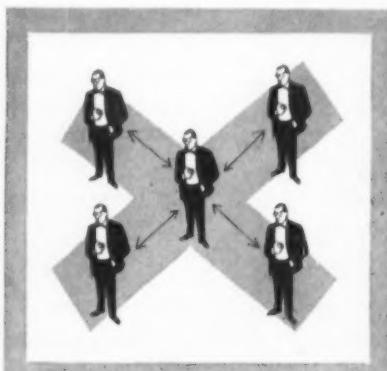
The term commonly used to express the new concept is "marketing."

It focuses company effort behind one department whose function is to understand, motivate and touch the customer. In the new marketing concept, all business activities—sales, production, research, advertising, public relations, finance, accounting, and so on—all the areas of business and

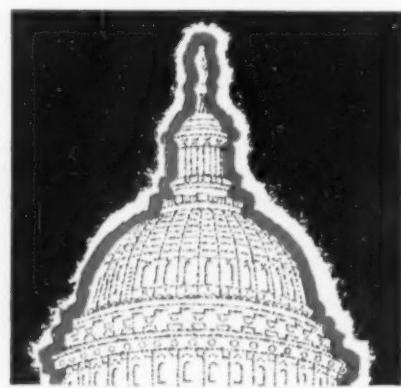
*In one month, 288 business firms  
purchased 3222 reprints of this article from*



**KEY FACTS MEAN BETTER PROFITS.** This important article explains how executives can construct a few basic indicators which will regularly measure the significant factors reflecting the profitability and competitive strength of their business. Page 80, March Nation's Business.



**MAKING LEADERSHIP EFFECTIVE.** New research findings suggest that effective executive leadership may hinge on a good organizational framework even more than on good men. Changes in organization can have a startling effect on both morale and efficiency. Page 96, March Nation's Business.



**WASHINGTON'S NEW LOOK.** There's a big difference between the Washington climate today and 4 years ago. This subject—vital to every businessman—is analyzed in seven articles in March Nation's Business, including "The White House—a Different President" and "Budget \$72 Billion—Spending \$83 Billion."

# business

"It's not that this approach is so new," says C. E. St. Thomas, of a marketing division. "It's just that the pace toward acceptance has accelerated. These things are now taking place at jet speed." Another point of view on the changed emphasis is expressed by A. Tøgersen, vice president of marketing for Bulova Electric Clocks:

Management today knows that the customer is king—that he'll buy whatever the plant produces," he said. "It knows that the king requires that his needs be satisfied in the way he wants them satisfied and when he wants them satisfied. The king will determine what and how much will be made, when it shall be made and what will pay for it."

Along with this new emphasis on marketing and the marketing orientation of distributive facilities under one roof, management better able now to see, to manage and control the route of getting goods into the hands of the consumer.

"There's always been this cry: 'Distribution costs too much, down with the middleman!'" continues Kinkel, director of the Americana Project. "But there's another side to the story. That's a lot of bulk. There's an actual money value in having a product at the right place at the right time in the right package. But if we dissected the marketing process to find out what this cost includes, the forward-looking companies are doing it—studying techniques previously used by advertising and manufacturing."

Actually, the change that is taking place has been forced on business by a number of complex factors, one of the most important is high production.

Production has been bursting the bounds of even the roughest estimates with the gross national product moving along at a remarkable new high of \$432 billion. At the same time personal consumption was approximately \$266 billion. Arno H. Johnson, vice president and director of research for J. Walter Thompson Company, has estimated that this will have to climb to \$330 billion in the next five years if it is to keep up with production—projected at \$480 billion for 1962.

John G. Doherty estimates a gross national product of \$400 billion

## 2. The tools

Customers decide  
what will be made,  
when and how much



## 3. The sales force

Marketing man is at  
beginning and end  
of production cycle



# Nation's Business

Basic approaches to selling are changing . . . a fact of vital importance to every businessman. The new point of view begins and ends with the consumer, focuses on the marketing man, and implies major adjustments all through the production and sales cycles.

February Nation's Business analyzed his change so comprehensively that the charge for reprints of the 12-page article had to be a high 35¢ each . . . yet within our weeks of publication 288 businessmen had purchased 3222 of them! The requests came from businesses of every type and every size, nationwide.

This is what you would expect of the one business publication that blankets the vast business market. Of the 779,000 Nation's Business subscribers, 550,000 are owners, partners, presidents or stockhold-

ing executives in manufacturing, banking, retailing, wholesaling, construction, transportation. Nation's Business has 8008 subscribers in 71 of the 77 U.S. companies with more than \$1 billion in assets . . . and 5256 in 31 of the 33 companies whose sales exceed \$1 billion annually.

Many magazines reach "management men," but Nation's Business is geared for the business owner. That helps explain why it is an effective selling medium for advertisers of business goods and services . . . why its advertising lineage has gone up for 15 consecutive months (1st quarter 1957 up 18.7% over 1st quarter 1956) . . . and why action in business results when you advertise in Nation's Business.

Reprints of "Selling Tomorrow's Market" available on request.

Nation's Business

779,902 PAID CIRCULATION  
(A.B.C.), including 75,154 executives  
of business members of the National  
Chamber of Commerce and 704,586  
businessmen who have personal sub-  
scriptions.

ADVERTISING HEADQUARTERS:  
711 THIRD AVENUE, NEW YORK 17, N.Y.

Washington • Chicago  
Philadelphia • Detroit • Cleveland  
Los Angeles • San Francisco



E. J. Carow, Manager Distributors Sales, Panelyte Division, St. Regis Paper Co.

## Telephone idea increases orders two and one-half times, cuts selling expense

"Let's telephone the dealers," said E. J. Carow. "Spend one hour a day telephoning them—following up personal visits." This was during the last week of a two-month promotion of St. Regis Panelyte, a laminated countertop.

"We wrote two and one-half times more business that week

than we did in the previous three," he reports, "and cut our selling expense in the bargain."

This is just one idea for profitable use of the telephone in business. A telephone representative will gladly discuss other ideas that can help you. Just call your Bell Telephone Company business office.

BELL TELEPHONE SYSTEM

### LONG DISTANCE RATES ARE LOW

#### Daytime Station-to-Station Calls

For example:	First 3 Minutes	Each Added Minute
New York to Philadelphia	50¢	15¢
Chicago to Indianapolis	70¢	20¢
Cincinnati to Detroit	85¢	25¢
St. Louis to Omaha	\$1.10	30¢
San Francisco to Denver	\$1.70	45¢

Add 10% Federal Excise Tax

## LETTERS TO THE EDITORS

### 'Madness of Advertising Bigness': Executive Insecurity?

#### about time

EDITOR, SALES MANAGEMENT:

Congratulations on an excellent editorial, "The Madness of Advertising Bigness" (March 1, p. 30). It is about time this was emphasized as strongly as you have.

Philip C. Wallach

Public Relations and  
Advertising Director  
H. K. Porter Co., Inc.  
New York, N. Y.

#### media criteria

. . . Bravo, Mr. Salisbury, for your editorial. Is it possible that this "madness" is a manifestation of the insecurity of many executives . . . of their inability to evaluate creativity . . . of their great insistence on stacks of research statistics?

Fortunately, management is slowly awakening to the realization that a program's or campaign's popularity is not the true measure of its success—but—the criteria of all media—the number of prospects reached and the profitable sales return per dollar expended.

Murray Spitzer

Marketing and Merchandising  
Counsel  
Brooklyn, N. Y.

#### 'numbers game'

. . . While your excellent March 1 editorial didn't specifically refer to the matter of milline rates—a problem of every medium-size or small newspaper—it forcefully pointed out the danger of apishly playing the "numbers game" method of media selection.

When William Allen White was building his *Emporia Gazette* into an internationally famous hometown newspaper, I suppose his milline rate was well over \$10—yet I wonder by what yardstick the influence of the paper could have been evaluated.

Francis Howard

Promotion Manager  
Tri-Cities Publishing Co.  
Florence, Ala.

APRIL 5, 1957

#### ethics in the market place

EDITOR, SALES MANAGEMENT:

The article "When an Order Hangs on a Fine Point in Ethics" (Feb. 15, p. 110) presents several interesting cases pertaining to the ethics of selling. In the light of the growing recognition of the professional status of selling and the importance of inculcating our students specializing in marketing with this view, may we have permission to reproduce these cases for classroom discussion?

As you may know, the Harvard Business School, in collaboration with the Danforth Foundation, sponsored a seminar last summer, "Religion and Policy Decisions in American Business." Although ethical behavior in the market place was not discussed in detail, it was recognized generally that increasing emphasis should be placed upon the ethical aspects of business in the educational programs of our colleges of business.

James A. Brunner

Chairman  
Department of Marketing  
The University of Toledo  
Toledo, O.

#### 'a honey'

. . . Re "When an Order Hangs on a Fine Point in Ethics." This article is a honey. Let's have more of them. It is thought provoking, helpful and exceptionally well presented.

Here's my vote and one comment, without undue moralizing, on each case presented:

Case 1: Mr. Allison should have paid the commission due his competitor without delay. He could have followed this with a strong request for the indebtedness.

Case 2: Eric Reeder should seek a dependable quality product and management to sell.

Case 3: Stan Belton should stand by his guns because of the possibility of repeat business and because his action was right from other standpoints.

Case 4: Knowing the attitude of Mr. North, the car dealer was prob-

(continued on page 23)

For

## DISTRIBUTION COSTS

Anywhere in the  
United States, Canada or Mexico  
call

### AMERICAN CHAIN of WAREHOUSES



NEW YORK—For warehouse and distribution costs and outline of American Chain services, call John Terreforte, Eastern Manager, 250 Park Avenue, Plaza 3-1234.



CHICAGO—The same information and help are available through Western Manager, Henry Becker at 53 Jackson Blvd., Harrison 7-3688.



LOS ANGELES—To assist you with your problems in the Far West is West Coast Manager, C. E. Jacobson, 4419 W. Pico Blvd., Webster 3-8507.



WHEREVER YOU ARE—Your nearest American Chain of Warehouses member will supply you full details. Send to our New York office for free membership directory.

• You can rely on the 76 members of American Chain of Warehouses for the finest storage facilities, capable personnel, modern handling methods, good customer relations, many special services, and wide market coverage. Call American Chain next time!

### AMERICAN CHAIN OF WAREHOUSES, INC.

A Nationwide System of Public Warehouses



Every Link A Strong One

**you know why a design engineer  
needs a methods magazine**



**here's why a methods magazine  
is just as important  
for industrial purchasing men**



Just as an engineer must keep up with current information that concerns the HOW of his work and the WHAT of the materials he works with...so the purchasing agent needs a WHAT-HOW publication. He has it in PURCHASING, the methods magazine for industrial buyers.

Methods vital to modern scientific purchasing are reported on a practical case history basis by editors with purchasing experience. These men have access to leading companies, large and small. They seek out what is new and significant in materials and equipment, economic factors affecting procurement, purchasing policies and procedures, purchase law.

Value analysis, the latest technique in scientific purchasing, is being applied in more and more companies, largely because of the constructive reporting in PURCHASING magazine.

The payoff for those who sell to industry is that purchasing agents—the men who select sources of supply—read PURCHASING to keep up to date on WHAT to buy and HOW to buy.

**R. N. Chapin  
General Purchasing Agent  
Air Reduction Company, Inc.**

"Our president, John A. Hill,  
recently said:

'The changes made in purchasing concepts, organization, personnel and practice are producing substantial savings which are being carried directly to profits, and they have also helped other departments to increase their efficiency.'

"That's why I find it especially useful to know how other purchasing men are solving their problems, the methods they have found for operating more efficiently, cutting costs, and getting greater value. It's the best way I know to keep my own department functioning effectively."



*The methods magazine for industrial buyers*

**PURCHASING** NFP BPA  
**MAGAZINE**

*a Conover-Mast publication* 205 East 42nd Street, New York 17, N. Y.

SALES MANAGEMENT

## LETTERS

ably justified. At least, he employed a gimmick that most salesmen would use.

Case 5: Since the supplier would not correct the sniping of one of his salesmen, it seems to me Burley was justified in giving him a good dose of his own medicine.

Case 6: Lamb used good salesmanship and probably created repeat business and a loyal customer.

Case 7: Since it was the very obvious intention of the purchasing agent for the salesman to acquire and use this information, I believe he was justified in examining the bids.

Harry Bruton

District Manager  
King Merritt & Co., Inc.  
New York, N. Y.

(For further comment see "Readers Sound Off on Cases in Sales Ethics," p. 90.)

### role playing unlimited

EDITOR, SALES MANAGEMENT:

I enjoyed reading the article by Tom Kelmel, one of your readers ("Wanted: More Training Ideas," Feb. 15, p. 42), wherein he mentions the use of the role playing technique. I see no reason why any sales manager should ever reach the end of the line in the use of this technique.

I would recommend that the salesman who had the difficulty take the part of the customer, using all of his objections, and that one of the other salesmen play the role of salesman. After this, the other salesmen should be permitted to comment on the interview, giving many new and fresh ideas, as to how to approach this problem. This has proved very helpful to our men, and I'll be surprised if we ever run out of specific objections.

In regard to his problem with time management, and closing techniques, I would suggest that he get in touch with the Research Institute of America, which has some very excellent forms along this line. He might also get what information they have on handling objections, which I believe is the finest I have ever seen.

Gene Mathews

Assistant Sales Manager  
Consolidated Freight Co.  
Saginaw, Mich.

APRIL 5, 1957

## A ONE BILLION ONE HUNDRED SIXTY-NINE MILLION DOLLAR MARKET



### MEDIA COVERAGE OF AKRON METRO AREA

Media	Circulation	% Coverage
AKRON BEACON JOURNAL daily	132,934	96.5%
AKRON BEACON JOURNAL Sunday	126,165	91.6%
Cleveland Plain Dealer daily	13,760	10%
Cleveland Plain Dealer Sunday	8,342	6%
Cleveland Press daily	1,366	1%
Cleveland News daily	548	less than 1%

### AKRON METROPOLITAN AREA—OHIO'S MOST CONCENTRATED AREA OF GREAT INDUSTRIAL NAMES

- CHRYSLER \$85 MILLION
- Stamping Plant
- GENERAL MOTORS
- Euclid Division
- \*WORLD'S TRUCKING CAPITAL
- \*ENTERPRISE MFG. CO.
- \*B. F. GOODRICH
- \*ALSCO
- \*McNEIL MACH. & ENG. CO.
- \*FIRESTONE
- \*FIRESTONE STEEL
- \*SEIBERLING
- \*WEATHER-SEAL
- BABCOCK & WILCOX
- COLUMBIA-SOUTHERN CHEM.
- QUAKER OATS
- AMERICAN HARD RUBBER
- \*MOHAWK
- \*GOODYEAR
- \*GENERAL
- \*GOODYEAR AIRCRAFT
- \*SAALFIELD PUBLISHING
- \*ROBINSON CLAY PROD.
- \*NATIONAL RUBBER MACH.
- DIAMOND MATCH

\* Indicates Main Plant and Offices

## AKRON BEACON JOURNAL

Ohio's Most Complete Newspaper

STORY, BROOKS & FINLEY, Representatives  
JOHN S. KNIGHT, Publisher

As businesspaper readership continues to grow, so do sales opportunities for advertisers. Now, businessmen are investing \$13,000,000 a year for 2,850,000 subscriptions to 160 specialized ABP member-papers. The fact is...

# all good selling is specialized...and nothing specializes

HERE'S HOW 4 ADVERTISERS USE BUSINESSPAPERS—AND WHAT RESULTS THEY GET:

## AMELIA EARHART LUGGAGE

uses businesspapers  
to open new doors  
for their salesmen

**DAVEY!**

Davey, you're one of the best, the most popular salesmen in our company. As the industry gets and grows, so does the need for more and more salesmen like yourself. Because it's important that we have a strong sales force to support the needs of our customers. And that's why we've created this special sales campaign.

A Davey's basic objective must be to recruit qualified salesmen for every market segment. The success lies in the ability to identify the right people and to train them effectively. These people have a strong interest in their work and the job.

Davey is a sales manager and personal representative who is specially trained to sell one of the world's finest leather goods.

*Amelia Earhart Luggage*  
100 MARKET STREET, NEWARK, N.J.

**OBJECTIVES:** To personalize the individual salesman and to also introduce him to many accounts upon which he is not able to call personally and to new accounts upon whom he may call in the future.

**SCHEDULE:** Black & white pages in one merchandising publication.

**RESULTS:** "Amelia Earhart salesmen reported that in their calls upon both old and new accounts, buyers mentioned the ads they had seen which featured the particular salesmen. In the case of calls upon new accounts, these ads served to break the ice in a very pleasant, productive way."

**AGENCY:** Daniel & Charles, Inc.

## MONARCH ALUMINUM MFG. CO.

uses businesspapers  
to gauge potential  
markets for a new  
product finish

How can you use Monarch's new  
**VIRGINIA PORCELAIN ALUMINUM CASTINGS**  
to improve your products?

Monarch's new porcelain finish is ideal for a variety of aluminum casting. Used in a new application, Monarch's porcelain finish offers many advantages, including better protection against corrosion and greater durability.

**MONARCH**

Patented surface  
porcelain finish

**MONARCH ALUMINUM MFG. COMPANY** • 100 EAST 30th Street • NEW YORK, N.Y. 10016 • (212) 730-1000 • (212) 730-1000 • (212) 730-1000

**OBJECTIVES:** This was an exploratory campaign aimed to quickly gauge potential markets and determine the scope of use for a new porcelain finish, applied for the first time to aluminum castings.

**SCHEDULE:** Two-color pages in ten business publications.

**RESULTS:** "Intense interest created dictated a decision to spend \$250,000 for machinery and equipment to mass-produce the new finish. Within 3 months, capacity had been sold-out. Leads also were produced that opened up a number of widely diversified major markets that Monarch had not been able to previously sell."

**AGENCY:** Lang, Fisher & Stashower, Inc.

**HIT THE ROAD**—Fourth printing of a plain-talk booklet on basic ad-research. Have you read it recently? Has every new writer on your staff read it—ever? How about copies for top management? It's fun reading . . . a refreshing refresher. Write ABP.

## LOOK FOR THESE SYMBOLS:



You will find them on all members of the Associated Business Publications . . . leading businesspapers, working together to give their readers—and their advertisers—more for their money.

# like the business press

## BULLDOG ELECTRIC PRODUCTS

uses business papers to introduce and create sales for a new product



**OBJECTIVES:** To introduce a new and different type of wiring; educate the field on its advantages; develop quality sales leads; and enlist the support of electrical contractors for the new product.

**SCHEDULE:** Two-color pages in nine business publications.

**RESULTS:** "In nine months, 11,470 inquiries were received. The number of stocking distributors rose from 55 to 410. Sales exceeded an ambitious quota, paid off all capital investment and moved into the black. Manufacturing facilities have been tripled and the advertising budget increased by about 100%."

**AGENCY:** MacManus, John & Adams, Inc.

## SYROCO ORIGINALS

uses business papers to expand distribution of new lines of merchandise



**OBJECTIVES:** At the start of 1955, Syroco management geared itself to expand distribution in jewelry, furniture and department store channels. Ads were timed to retail promotion periods and designed to develop sales leads.

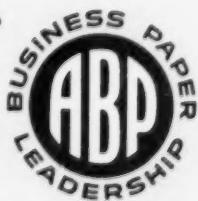
**SCHEDULE:** Black & white pages in four merchandising publications.

**RESULTS:** "Hundreds of new prospects wrote in for catalogs; more than 500 in one 3-month period. Many jewelers ordered direct from ads. The sales tempo caused Syroco to expand production and had the factory working overtime. At the year's end, Syroco Originals doubled its business publication advertising budget."

## THE ASSOCIATED BUSINESS PUBLICATIONS

205 E. 42ND ST., NEW YORK 17 • 201 N. WELLS ST., CHICAGO 6 • 925 15TH ST., NW, WASHINGTON 5, D.C.

*Founded in 1906*





led all

# advertising pages largest corporate

Corporate advertisers must take a careful measure of their markets. For their job is to "get through" to such vital groups as leaders in business, industry, distribution; the financial community, stockholders and potential investors; plant city and employee groups; local and federal government officials.

Last year these advertisers evidenced their high regard for NEWSWEEK by putting it in number one position in advertising pages run in the 50 largest corporate campaigns among *all* magazines.

Within its own field, NEWSWEEK's strength for this type of advertising was even more apparent in 1956. For among the 25 largest corporate campaigns\* carried by the news and

business magazines, NEWSWEEK was the only one to carry *every* campaign from the top 25—and it led in pages among this group and the 50 largest, too.

#### **Why NEWSWEEK for corporate advertising?**

NEWSWEEK circulation is not only substantial—currently over 1,100,000—but even more important, it is concentrated among communicative people . . .

**People with the dynamic faculty for inspiring agreement and action in others throughout their business, home, social and community relationships.**

And they're great consumers, too!

# magazines in run in the 50 campaigns\*

RANKING OF MAGAZINES			
Rank	Magazine	#Pages Carried	#Campaigns Carried
1.	NEWSWEEK	493.66	38
2.	U. S. News & World Report	469.71	37
3.	Time	419.62	33
4.	Business Week	390.70	31
5.	Saturday Evening Post	251.04	22
6.	Life	172.25	16

\* Based on the Publishers Information Bureau's "General Promotion," Classification in terms of numbers of pages for 1956.

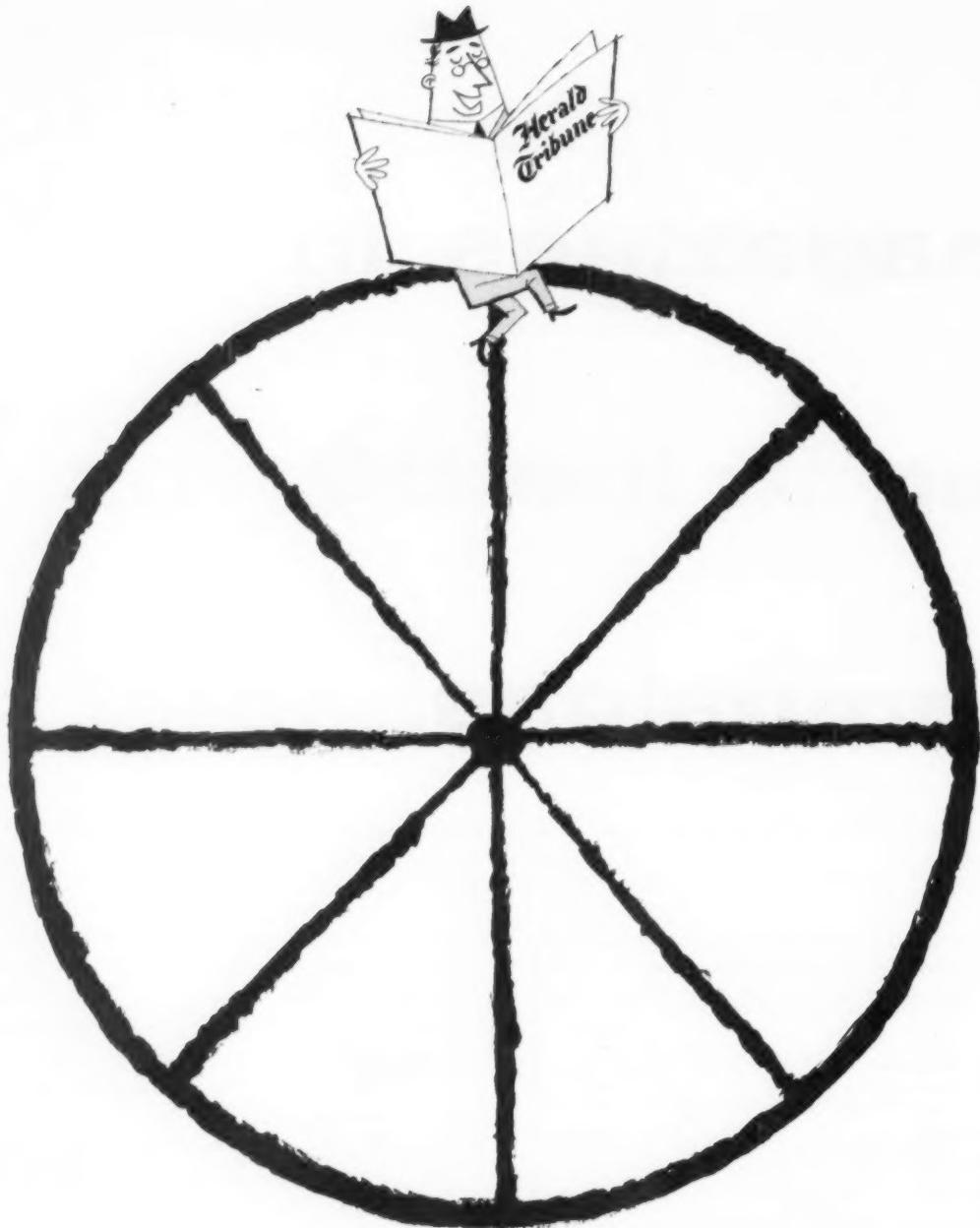


If you would like a copy of our booklet, "The Function of Corporation Advertising," please write on your letter-head to Research Director, Newsweek, 152 West 42nd Street, New York 36, N. Y.



## Newsweek...

*the magazine for com·mu·ni·ca·tive people*



**TO GET TO THE BIG WHEELS... GET IN THE TRIB!\***

\*The TRIB reaches a higher concentration of high-income families than any other New York newspaper...  
the high-income families who buy *twice as much* of most advertised merchandise per family as the low-income group.

Get the top of the New York market... get *more sales results per dollar of advertising*... get *in* the TRIB!

More and more people are reading the TRIB!

NEW YORK  
**Herald Tribune**  
230 West 41st Street, New York 36, N. Y.

SALES MANAGEMENT



# Sales Management

APRIL 5, 1957

**Here's how a sales manager's cost reduction committee pared outlay on the Westinghouse Mobilaire fan:**

	1956 cost as 100%	1957 cost now is 74%	Saving 26%
Eliminate rotor balancing . . . . .	"	0	100
2" motor stacks cut to 1½" . . . . .	"	76	23
Simplify coil winding . . . . .	"	56	44
Make shroud in own plant . . . . .	"	65	35
Cable production simplified . . . . .	"	76	24
Cut 5 shroud rings to 4 . . . . .	"	80	20
Weld 4 rings on simultaneously . . . . .	"	27	73
Eliminate one side field lacing . . . . .	"	0	100
Eliminate back screen's washer . . . . .	"	0	100
Replace info booklet with tag . . . . .	"	15	85
Simplify trunion mount . . . . .	"	54	46
Redesign base and mounting . . . . .	"	35	65
Reduce packing material . . . . .	"	98	2
Suggested retail price		\$79.95	\$74.95
			\$5.00

## It's Sales Chief's Job to Cut Costs

The big news in industry today is the value analysis or cost reduction committee—headed by the product sales executive. This is a report on how Westinghouse gets all departments into the act.

By GRANT JEFFERY

Declares John W. Craig, vice-president, Electrical Appliance Division, Westinghouse Electric Corp.:

"It stands to reason that the views of our marketing men should be a deciding force in product development and pricing."

"Why?"

"The Sales Department maintains closer contact with buyers than other departments do. We don't settle on some theoretically best product formula and then try to sell it. That might be called a seller's way of looking at it but to our mind the true seller's viewpoint is determined by the buyer's outlook."

To date, the most successful outcome of this approach to appliance sales is the Westinghouse Mobilaire fan, above. Under the chairmanship of Clarence E. "Andy" Anderson, fan department [sales] manager, a multi-department cost reduction com-

mittee made 13 design changes in the 1956 Mobilaire fan and achieved a 26% reduction in manufacturing cost for the 1957 line. "In addition, performance is improved," says Anderson.

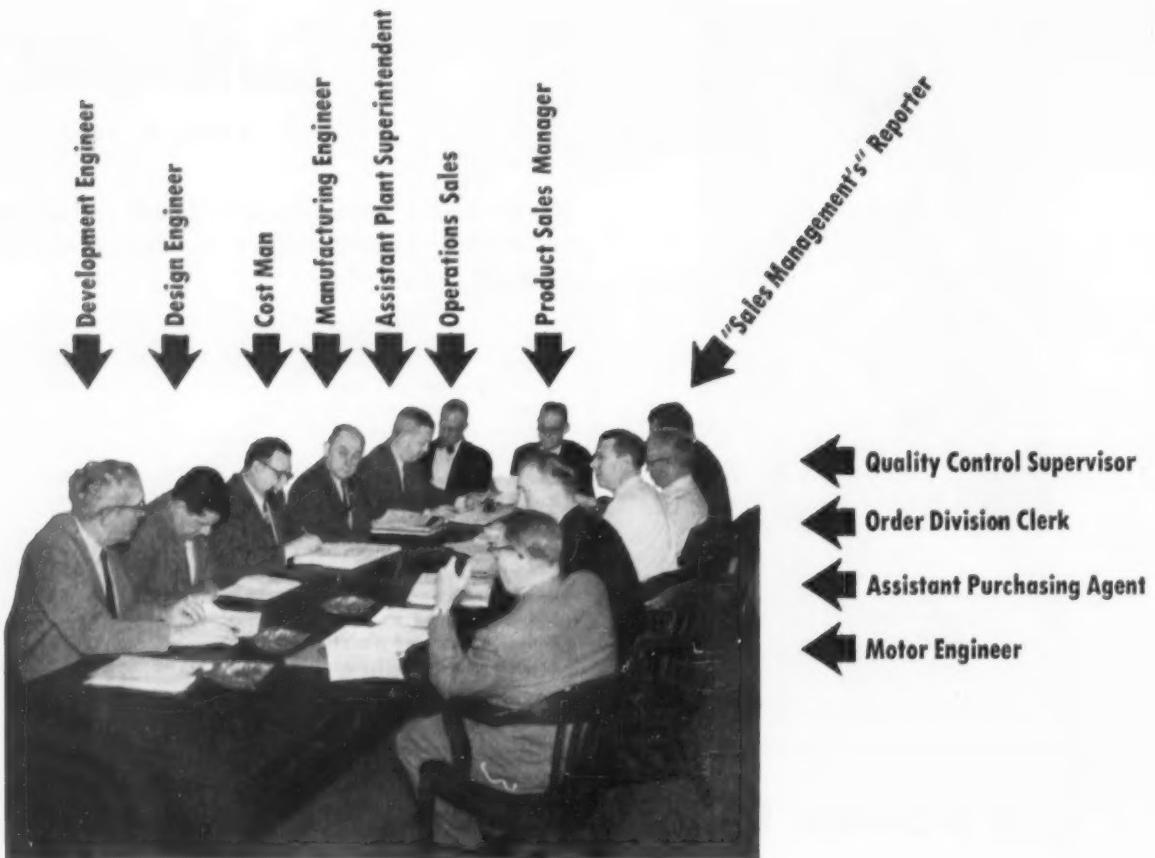
At the East Springfield, Mass., plant where Westinghouse fans are made, cost reduction committees headed by product sales managers have also been assigned to vacuum cleaners, food mixers, food waste disposers, room air conditioners, water coolers, dehumidifiers and Coca-Cola bottle dispensers.

The two-year-old East Springfield committees have played a small but energetic part in the post-strike regaining of market positions by Westinghouse's consumer products divisions. Dollar volume of their shippings during nine months of 1956 was within 3/10% of the total for all 1955.

Accounting for 30% of the firm's 1956 sales of \$1.5 billion, consumer products are expected to represent 33% of the anticipated 1960 sales total of \$2.5 billion. "The consumer product wedge of the Westinghouse pie will then have increased 7% since 1951," notes James H. Jewell, vice-president for sales.

In the nation's 15th largest company, the cost reduction committees may lack the glamor of such dramatic developments as atomic electrical generators, nuclear-powered vessels and control systems for aircraft armaments and missiles. But within Westinghouse the committees are attracting increasing attention. Recently they were the subject of a slide-talk given at the Pittsburgh headquarters by John H. Thomas, manager of manufacturing, East Springfield.

The importance of each product sales manager in the cost reduction



committee program is demonstrated by the fact that he is chairman even when the panelists include Thomas or the East Springfield works senior executive, James R. Weaver, manager of manufacturing and engineering.

Each cost reduction committee consists of two sales department representatives, the product manager and his assistant, designated as operations manager; and representatives of design engineering, manufacturing engineering, industrial engineering, plant superintendent, purchasing department, cost department, order division and quality control.

From time to time such guests attend as the two sales chiefs responsible for the products of East Springfield as well as some other plants. These are Walter Massenburg, Westinghouse's assistant manager of portable appliances, and Harold F. Hildreth, manager of refrigeration specialties, both reporting directly to division headquarters, Mansfield, O. The absence of any sales reference in their titles is a Westinghouse characteristic noticeable also in the product sales manager's title of product manager.

A 9 a. m. session lasting most of the morning is scheduled every other week for each product. As one of the congenial gatherings gets under way, a fraternity reunion might seem to be in progress. ("Compatibility is a must for our team members," notes Massenburg. "Prima donnas are out.") But a constant reminder of the business in hand is the blackboard dominating the scene. At the top the product manager places the abbreviations for models to be discussed. He then lists "works delivery cost" at the time each program was initiated. This figure, representing the cost of a unit up until the East Springfield works delivers it to the warehouse, is followed by savings achieved to date, the current "WDC" and the target.

Although the goal is generally a 20% gross profit, there is an equally important consideration that performance must be unchanged or improved. This was in the mind of "Andy" Anderson as he prepared for his regular meeting one Wednesday recently. Arriving shortly after 8:30 a. m. he chalked up "AC" for Westinghouse's automatic convertible custom fan model, and "CD" and "CS" for the de luxe and special convertibles. Since

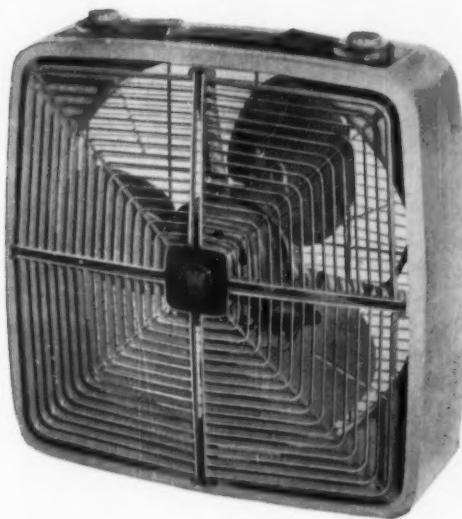
the planned 1957 production had already been completed for the last two, they were included on the agenda in the hope that savings achieved for their sister model might also apply to them.

"AC" Anderson's figures showed that a "WDC" established at the beginning of the year had already been cut by 18%. The target is a 27% reduction. Comparable smaller gains had been effected in the cheaper models. Only on the "AC" can Anderson hope to improve the cost record still being compiled as production continues.

In the remaining minutes before 9 o'clock Anderson pulled up his chair at the head of the conference table and ran through his hectographed dockets of product improvements under consideration. He made some changes in the agenda sequence he had planned and then began to greet arriving committee members.

The conference room's sleek appointments seem designed to give these panelists the heady feeling of being at an industrial nerve center rivaling any Hollywood-conceived executive suite. The same pink walls, blond furniture and beige carpet set

**The Westinghouse cost reduction committee (left) is headed by the fan [sales] department manager. The committee's assignment today: to make the fan (below) better, and to cut '57 production costs 27% below '56 costs.**



apart the rest of the second floor as an oasis of creativity. Below and in the surrounding buildings lies the high-decibel world of production that only the messengers on bicycles can get around in less than eight hours.

On this particular Wednesday, small talk informally shaded into shop talk which Anderson channeled into a three-quarter-hour discussion of proposed motor improvements. He then asked committee members to turn to their dockets on a sales department suggestion that "AC" fan blades be left unpainted.

"My assignment," spoke up Gustav H. Koch, development engineer and manager of the fan and food mixer engineering section. "You can save 12 cents per fan by leaving the blades unpainted. But why not bring the saving up to 17 1/4 cents? Save another nickel by not painting the hub."

Sales manager: "From the sales point of view I don't care for the whole thing unpainted. How soon could we get away from painting the blades and begin showing the 12 cents saving in our cost figures?"

Anderson's assistant, Ernest Wilkins, with the title of fan department

operations manager whose function is assistant sales manager: "Right away."

Development engineer: "Why should we paint the hub? Other firms have metal showing. I'd say unpainted looks better. Besides, we use high quality metal."

Assistant sales manager: "It wouldn't look unfinished?"

Development engineer: "By that argument we should paint the CD and CS grilles."

Another development engineer, Louis Packer, manager, motor engineering: "What you don't paint you don't have to retouch before shipping."

Assistant purchasing agent, Alphonse J. "Al" Groden: "Yeh? How about all the greasy finger marks on the sample?"

Design engineer on fans, Ernest A. "Bill" Gamache, with a roll of the eyes and swallow suggesting that he had recently seen a Ray Milland movie: "I handled that particular blade a lot in experiments."

Cost man Earl E. Davis, officially designated as manufacturing information clerk in the order division of the Production Department: "We actu-

ally added an unpainted part to the food mixer for appearance's sake."

Design engineer: "Did you ask the office girls?"

Assistant sales manager: "Yes, they preferred it unpainted."

Further discussion uncovered additional metal parts that could be left unpainted. The sales manager's proviso: that a dull zinc bracket be painted aluminum to harmonize with the shiny metal. Anderson asked for a sample to be brought to the next meeting and Stanley S. Prackneck, manufacturing engineering supervisor in the portable appliances division, assumed responsibility for preparing the new docket on which subsequent discussion would center.

Sales manager: "Now how about our proposal of a decal instead of the brass decorative plate. The saving would be 38 cents per fan."

Development engineer: "We'll have to have some idea of market reaction first because our initial decal order will have to be for 10,000."

Sales manager: "Couldn't the decal supplier come in and show us a hand-painted model?"

## Who Benefits When Costs Are Cut?

**More value for the customer:** Westinghouse's portable, multi-purpose, window or floor, exhaust or intake fan is being upgraded in performance as the Westinghouse sales manager's cost reduction committee chips away at the cost of manufacture.

**More value for the dealer:** On January 7 Westinghouse tagged its automatic convertible custom fan at a suggested retail price of \$69.95. Since then production costs have been cut by 18%. The goal is 27%. This fan could be bought in a New York City discount house for \$48.57 at the end of March.

**More value for the manufacturer:** Fundamentally Westinghouse's profit outlook is based on widest possible distribution through tailoring design and price to the consumer.

## THEY'RE IN THE NEWS

BY HARRY WOODWARD

### Coca-Cola's Top Salesman

With another well-known cola drink breathing down its back, The Coca-Cola Co. is about the most sales-minded corporation you could find in a morning's travel around New York. And to point up the fact, in '55 Coke hired one of the country's leading merchandising men as v-p in charge of sales: He's Curtis H. Gager, (left), born in the Pennsylvania Dutch coun-



try where good victuals and libations are important parts of life. His whole career has been built around food and selling. And Coke is so pleased with the company's sales progress under his direction that it has given him a new title—executive v-p. For 11 years before he joined Coca-Cola, Gager had been an operating v-p for General Foods, in charge of the company's

Divisions. He had joined General Foods in 1929 to handle advertising and merchandising for one of the Divisions. Six years later he became a v-p for General Foods Sales Co. Curtis Gager attended Wharton School of Finance. He's a former director of the American Management Association. With him, Coke's chairman, H. B. Nicholson.



GUY GILLETTE—LENSGROUP

### One-Third: "Looking Out the Window"

All things at American Car & Foundry Division, ACF Industries, Inc.—like Gaul—are divided into three parts. Broadly speaking, the Division splits its business into transportation, defense, industrial. And, while he's primarily concerned with transportation, John E. Angst, who holds the newly-created post of v-p for marketing, says he, too, is divided into threes: One-third of his time he travels in the field, one-third he supervises marketing operations from headquarters, New York City—and one-third of the time he's looking out the window "figuring how to run things more smoothly." The handsome Mr. A. (whose Dad was involved in iron mining) came East to Princeton—class of '40—from his native Northern Wisconsin. He didn't join ACF until 1945 when he was released (as a Major) from Army service.



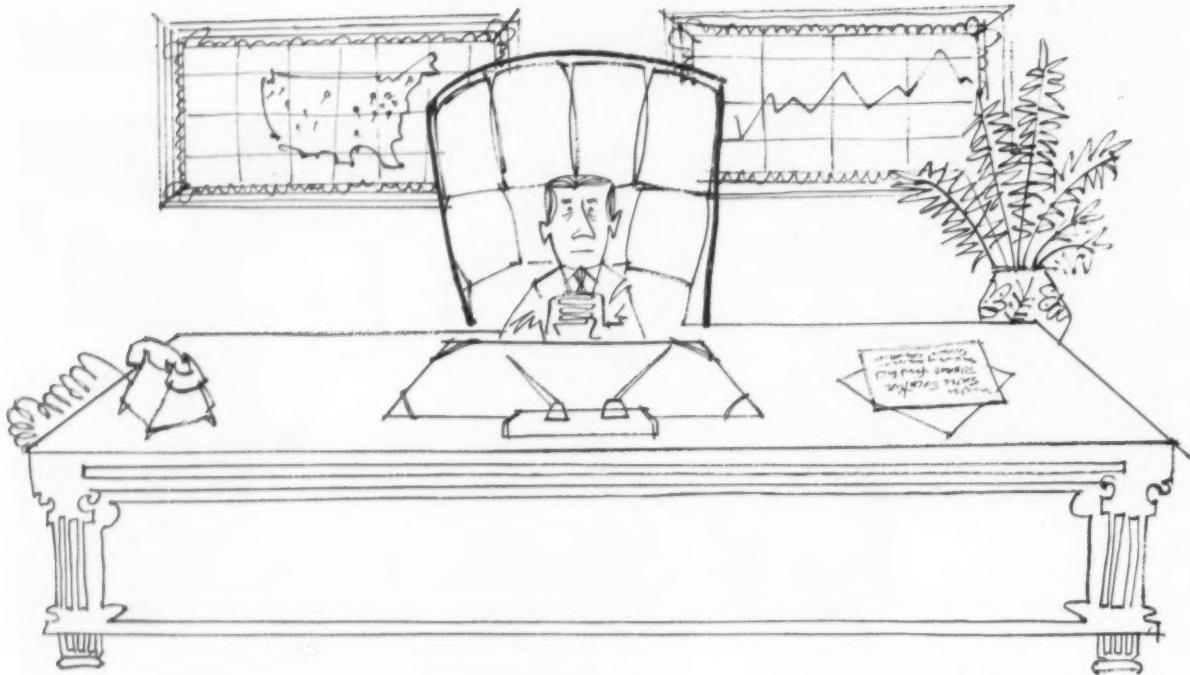
GUY GILLETTE—LENSGROUP

### "I Was Too Pretty. Imagine!"

You may not know Janet Pilgrim. But it's a cinch your product manager, does—and your college strippling. For Janet—gowned in sheer flattery—has thrice been *Playboy Magazine's* "Playmate of the Month." What Sonny probably doesn't know is that to pose for *Playboy* Janet had to temporarily drop her work in the Subscription Department. For Jan ("My whole family is in publishing. My sister even married a Linotype operator!") founded the publication's Subscription

Department three years ago when the magazine was just flexing its muscles. Under her direction Subscription has grown to the point where it handles 750,000 copies a month. And now the girl who is more or less *Playboy's* trade-mark, has been sent from Chicago headquarters, where she shared an office with A. C. Spectrosky (author of "The Exurbanites") to New York. She'll work with the Advertising Department, selling good will, making personal appearances on TV. Oddly enough Jan was sent East by

*Playboy's* 30-year-old owner-editor, Hugh Hefner, who once worked in Chicago for *Esquire*, quit because that magazine wanted to send him to New York . . . Jan cooks (she's having a tough time figuring out New York cuts of meat, insists butchers here don't know how to call them), sews, is domestic as all get-out. Marriage? "My career is *Playboy*—at the moment. I had a hard enough time getting the magazine to hire me," she says, with a toss of her head. "They said I was too pretty. Imagine!"



## A Heart-to-Heart Talk With a New Sales Executive

You have a big adjustment to make . . . in your perspective toward your job, your working methods, your relations with people. You are now a leader and developer of men.

You have been startled at your name in that new gold leaf on the door more than once. You aren't quite used to the larger desk, the wall to wall carpet, the drapes, but the new office doesn't seem quite as expansive as it did a few days ago. You may have been a sales supervisor, an assistant manager — maybe you were a senior salesman on a smaller staff who was groomed for the job. However you got there, now you are it! The new branch manager, the new department head, the sales executive with clearly defined management responsibilities. Suddenly *you* are in charge of the five, 15, or 50 salesmen who make up your department, branch or sales territory.

A common observation in the military service is, "He's an officer and a gentleman by act of Congress." By the action of a sales manager, and perhaps some other top executives, you are now a sales executive. But you

will have to earn the *manager* title.

Somebody thought you had what it takes. You were promoted over a number of men who had been with the company some years longer, and a couple of other assistant managers and supervisors had their eye on your freshly acquired position of affairs. Don't mislead yourself, they will still be after your job. How about the disappointed ones who happen to be on your own staff? As a good manager you will have to gain their co-operation and support to accomplish those sales objectives so carefully outlined to you by the sales manager at your first top-level meeting.

What happened to the man you are replacing? Fired — resigned? There must have been some problems he

couldn't solve. Oh, he was advanced, promoted into a higher sales or administrative post. So, you are taking over from a hero? You've still got problems, maybe tougher than if the man had been replaced. Retired? He's established a system that has been in effect for a long time. May make it more difficult to make the changes you will feel are necessary along the way.

Anyhow, now it's your baby. This is really your first big opportunity since you've been with the company to be a hero or a dog. Your future is clearly outlined. You can advance up the ladder to greater glories; stay at this level and retire; become discouraged, frustrated, ulcerous — give up and resign somewhere along the way; get yourself fired sooner or later for any number of reasons. Don't deceive yourself, whether your company has kind or tough personnel policies a sales executive managing

By **RICHARD W. TULLAR**  
*Vice-President*  
**Cresmer & Woodward, Inc.**

sales and salesmen *must* produce. It's either/or, the only way it can be. This requisite makes a sales management responsibility one of the most challenging and rewarding in American business today.

It will be well for you to remember that during your first few weeks, perhaps months, your every action and statement will be under exaggerated observation by your superiors, as well as the salesmen you supervise. The sales manager and other top executives will be vitally interested in your personal reaction to the first few sales or personnel problems that require *your* solution. The salesmen involved in these minor crises will analyze your every move and probably misunderstand your intentions. Being only human, they will be inclined to resent the first demonstration of authority by the new boss. Management will be just as concerned about your ability to "take it," from both the sales staff and the higher echelon, as they will your skill in "dishing it out."

Your superiors will want to learn whether you can successfully sell company policy to the sales staff. They will also expect you to stand up for what you feel is right and equitable for the salesmen if you do disagree with a top management sales department proposal. The salesmen probably will scrutinize you even more closely than management to determine whether you will really be their representative, or whether you will fall into that great group of middle management sales executives, who, in trying to keep both sides equally happy and satisfied, quickly learn to maintain an established status quo. These executives pass along only the easily explainable answers to both sides and become adept at alibi-ing a management policy or a sales problem, rather than training themselves to solve the difficulties as they arise. You are now the great go-between. Practice and perfect your duty as perhaps the most important link in a chain of communication that leads from the line salesman all the way to the board of directors, and back again. It could be the most important adjunct to your primary responsibility of directing salesmen to increase sales.

The late Thomas J. Watson, when he was president and board chairman of International Business Machines Corp., was always praised for developing good executives. He consistently denied that *he* produced these top executives and sales leaders: "What I have done is to give these men an opportunity to develop themselves. That's why I have always

picked men with individuality, imagination and the courage to make their own mistakes."

Charles E. Wilson, Secretary of Defense, was asked during his term as president of General Motors just what the difference was between a \$5,000 a year and a \$25,000 a year executive. He replied, "Ten percent." He went on to explain that, according to one study, a successful executive is right 58% of the time. One who is right 48% of the time, admittedly, wouldn't last very long, but any top executive does commit his share of mistakes. How else can he gain the experience that makes him successful?

The statements of these two sales leaders coincide with the current top management philosophy of developing the "breaking-new-ground thinking" capabilities of the man on the way up. Some have defined it as the ability to make *constructive mistakes*.

Why all this chatter about making mistakes? Being right 58% of the time? Just this, you are in a position now where you are going to have to do some pioneering. Certainly, the company has policy, and you will receive some basic instruction from the sales manager. But no matter what you are selling in today's fluid, expanding market, you will have to help your company develop new approaches, different plans, and some of them aren't going to work. This your management will expect and accept, if you will take a crack at breaking some

new ground for them. You are possessed of a certain amount of imagination and initiative and you just can't help but contribute, if you try. And believe this, one of the prime reasons you were selected is because you are expected to contribute.

OK, you are ready to be constructive, to contribute, and you should be capable of demonstrating your abilities in this direction. What is your first objective? What are you going to prove to yourself, your company by next month, next quarter, a year from now? No doubt your No. 1 objective is to sell more of the product for the company and bring in more profit. To accomplish this, you must lead men.

Right here more than one new manager has led himself astray. He has been a good salesman, an outstanding supervisor at a level where immediate results counted and depended on *his* initiative and ability. He leaps into the management saddle, points his sword skyward, shouts "Charge!" to the platoon, and dashes onward and forward. He is surprised, puzzled and hurt when he discovers his troops advancing at only a slow walk and appearing to be a little bored with the whole procedure. It is so easy to forget just how it was, not long ago, when you were one of the spear bearers, and just how much the "white charger" approach inspired you.

Fred Smith, the management consultant, made this point in a recent talk before the Los Angeles Sales Executives Club: "An executive is not a man who can do the work better than his men, he is a man who can get his salesmen to do the job better than he can."

There is great sound and fury today regarding creative selling. You create the type of atmosphere and working conditions that appeal to your sales staff, they will create sales!

There probably has never been a salesman or a supervisor who hasn't said to himself, "If the day does come when *I* am a manager, I am certainly going to listen to the salesmen, and I'll want them to tell me what they think is wrong, and not pull any punches." The difficulty is the new manager quite naturally forgets what he considered problems as a salesman or supervisor when he begins to face a few of the obstacles on the management level.

Let's suppose you are going to create the atmosphere you always dreamed about as a salesman — you know — where the salesman really wants to walk in and have a man-to-man talk with the boss.

You are going to have to be pretty



convincing if such a program is going to work. You'll have to accept criticism of the company, yourself, your policies, without showing the irritation you are sure to feel at times. You can't permit petty resentments or prejudices to color your thinking or advice to a subordinate when he expresses himself frankly. If a salesman is completely honest with you in presenting his viewpoint or problem, you cannot soft-soap him. There is no quicker way to blow up two-way communication than by insincerity on your part — and for heaven's sake, learn to listen! Sales managers who do can listen to salesmen dissertation for 15 or 20 minutes on a problem, saying very little themselves, with the result that salesmen feel their managers are great conversationalists.

### Give Yourself a Test

If you want to give yourself a test on the use of this approach, try this. Let's assume you have a number of supervisors working under you (or that you can create a similar situation within your own setup). Pick a problem with which they all have to contend (you should still have a few fresh in your mind), tell them to solve it in their own way and that you will be glad to discuss the solution with them as they proceed during the next few weeks.

If you want to stick your neck out, let each supervisor select his own problem to solve. You realize, in doing so, you are giving him free reign to try to do something about a pet peeve. You will recall that as a salesman or supervisor you had a few outstanding complaints with company policy as concerned the sales program. Go ahead, open it up. If a number of them pick the same problem, maybe you'll have something to discuss with top management.

The next step calls for a bit of self-control on your part. Unless the supervisor's proposed approach to a solution is completely ridiculous, let him try it. Even though it may be the exact opposite of what you would recommend, perhaps it will obtain the same ultimate result. Results you need — if the method is acceptable, don't worry. You will also learn much about the capabilities of your supervisors. Now that you are a leader, remember, another part of your new job is to seek out and develop potential management material among your supervisors and salesmen.

If you are completely honest with yourself, you will have to admit, in maybe more than a few instances, that the supervisor's ideas are better than your own. If his ideas work, give

him full credit. If they don't prove successful, assist him in trying another approach. But don't do it *for* him, do it *through* him.

When you do find it necessary to criticize a man's work, do it privately, discreetly, and train yourself to be unemotional about the whole thing. Instead of subjecting a salesman to a strained lecture, in which you outline his shortcomings, try a more subtle approach. Let him know in a frank but friendly manner that you want him to tell you about his work, his territory, his customers, his problems. If he feels you really mean what you say, he'll be glad to cooperate, because if you know something is wrong with the way he is performing, so does he. Then shut up and let him tell you. A majority of the time he will end up criticizing himself along the very lines you had in mind. If he trusts you, he will be a far more severe critic of himself than you will ever be. He will probably end up asking you for suggestions on how he can improve his performance. You will have to try this more than a few times before the technique is successful, but once it is you have taken quite a step forward in human relations.

### What's Wrong with Managers?

One group of salesmen listed these major personal complaints against their managers:

1. They take a superior attitude. The salesmen surveyed used such words as domineering, overbearing, conceited.
2. They fail to treat men fairly. They play favorites.
3. They are slave drivers! The salesmen bluntly stated sales managers expected more from others than they were willing to do themselves.
4. They lose their tempers, shout, blow up over "little" things.
5. They are selfish. The salesmen used the terms, "money grabbers," "glory hounds."
6. They are negative. They spend much more time taking the man to task for a shortcoming than they do in praising a job well done.
7. They fail to keep promises. They "forget."
8. They aren't clear. The salesmen meant the managers lack the ability to get their instructions, and those of the company, across to the sales staff. Many companies suggest their salesmen take special courses in public speaking and letter writing to better their sales presentations. Often it is the boss who should take a few lessons on how to improve his communication of ideas to the salesmen.

A partial answer to several of these

complaints is this "Decalogue on Human Relations" published recently by C. C. Mullins & Associates, a Los Angeles firm specializing in executive and professional speech training. It appeared in its monthly publication, "Your Speech," and is appropriate advice for any sales executive, new or experienced:

1. Keep skid chains on your tongue; always say less than you think. Cultivate a low, persuasive voice. How you say it often counts more than what you say.
2. Make promises sparingly and keep them faithfully, no matter what it costs you.
3. Never let an opportunity pass to say a kind and encouraging word to or about somebody. Praise good work done, regardless of who did it. If criticism is needed, criticize helpfully; never criticize spitefully.
4. Be interested in others; interested in their pursuits, their welfare, their homes and families. Make merry with those who rejoice; with those who weep, mourn. Let everyone you meet, however humble, feel that you regard him as one of importance.
5. Be careful. Keep the corners of your mouth turned up. Hide your pains, worries and disappointments under a smile. Laugh at good stories, and learn to tell them.
6. Let your virtues, if you have any, speak for themselves, and refuse to talk of another's vices. Discourage gossip. Make it a rule to say nothing of another unless it is something good.
7. Preserve an open mind on all debatable questions. Deliberate, but do not argue. It is a mark of superior minds to disagree and yet be friendly.
8. Be careful of another's feelings. Wit and humor at the other fellow's expense are rarely worth the effort, and may hurt where least expected.
9. Pay no attention to ill-natured remarks about you. Simply live so no one will believe them.

### Don't Be Superficial

As you assume your new position and responsibilities, be as graceful in the eyes of the salesmen as you hope to be in the eyes of management.

To the line salesman nothing is quite so obvious, or so quickly represented, as a superficial attempt on the part of a manager to impress top brass with obsequious overtures rather than honest endeavor.

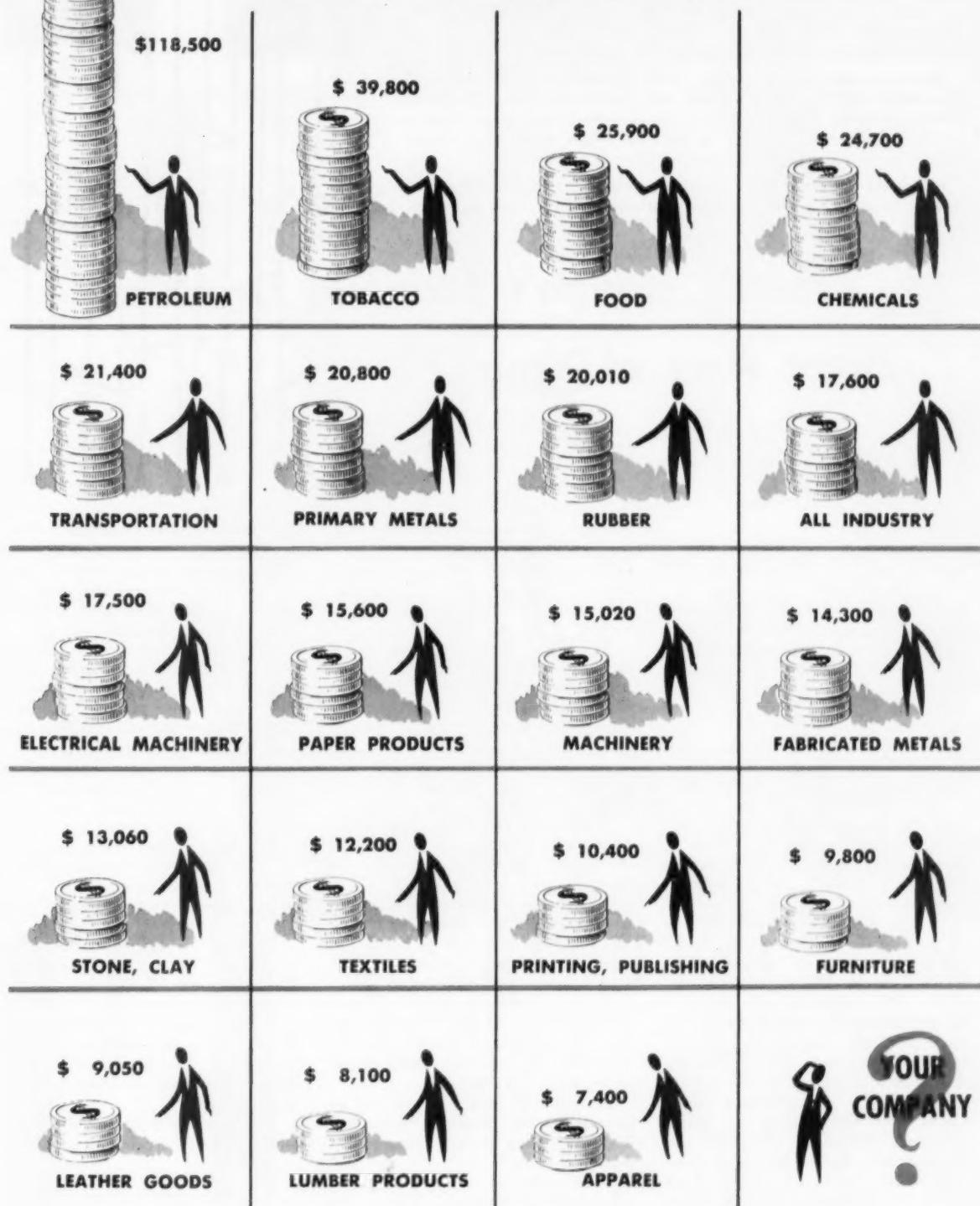
Take your job and all it entails most seriously, but don't take *yourself* too seriously.

*Don't lecture to the salesmen in the method used for this discourse, and congratulations and best wishes on your promotion to sales executive!*

*The End*

## Sales Per Employee:

How Does Your Company Measure Up?



Sources: Donald Deskey Associates. Figures are for 1953 as reported in Survey of Current Business, July, 1956 and Census of Manufacturers, Sept., 1956.

Sales executives and salesmen are a gregarious, observant, talkative group of people. Their customers, prospects and casual acquaintances are likely to ask, "How's business?" The answers sales executives and salesmen give go a long way toward creating the buying—or non-buying—mood upon which today's prosperity rests.

Below are excerpts of a letter recently mailed by a blunt-spoken sales chief to his 350 salesmen and 400 distributor executives. Privately, Tubie Resnik, executive vice-president and general sales manager of Calvert Distillers Co., declares, "None of my friends have stopped drinking, have any of yours stopped?"

"Sales Management" has a hunch that many of you will write your own variations of this kind of letter and send it to your own salesmen.

## "My Friends Haven't Stopped Drinking. Have Any of Yours?"

DEAR JIM:

Will Rogers used to say, "All I know is what I read in the papers." Well, if you depended on the newspapers alone for your view of the economic situation, you might get a rather dark picture. But if you could look around the country, you'd find—as I have—that people still have plenty of money. And they're spending it!

On the way to Chicago last week I waited over 20 minutes before I could get a seat in the crowded diner of the 20th Century, and the club car was just as full. Next morning, Bill Behrman told me how he'd spent an extra day in Omaha the week before because he couldn't get plane space into Denver.

Walter Terry, vice-president, was on the road for nearly a month, found places thronged with people everywhere from the little town of Greensburgh, Pa., where dinner meant a 30-minute wait for a table, to equally busy restaurants and taverns in Cleveland, Philadelphia, Grand Rapids, Seattle or Portland.

Phil Kelly, vice-president, complains that the suburbs are being swamped. Just since Christmas, developers have started two new shopping centers within 10 minutes of his house . . . in addition to three others that are already outrunning their parking lots.

Stan Silverman, western division

manager, announced with great satisfaction that he'd finally hired an office boy . . . been advertising for almost a month, but no takers—high paying jobs too plentiful in Southern California.

When the winners of the Distinguished Salesman's Award contest were in town, they saw "My Fair Lady" and visited a couple of night clubs, and we were forcibly reminded that it's still a struggle to get tickets for a top musical or a ringside table at the big clubs, because so many people have money to spend.

The "score-keepers," those order takers who have never really been in the game, can blame slow sales on everything from the President's budget to the international situation to sun spots. But the sales makers, the real "players" in the game, know that there are even more important reasons why business will continue to grow:

1. Our economic growth is continuing at a rapid pace. Our population is setting new growth records every day. More people, higher standards—more business.

2. Politically, we are dedicated to controlling the business cycle, and wars are being stopped before they really get started.

3. Scientifically, we are ahead of all the rest of the world. New inventions, new products, new production techniques are making life easier and safer and creating whole new indus-



tries and millions of new jobs.

4. Socially, we are gaining—as salesmen demonstrate that all men have the same wants, and the same right to satisfy them. Our prosperity is certain to continue because it is raising almost everybody into what we call the middle-income bracket.

5. Economically, we have inflation, and will continue to have it for many years. This means an expanding economy . . . and rising incomes!

The salesmen, the "players" as opposed to the "score-keepers," are the ones who will heed *these* signs and keep things humming.

We have learned many times that the only road to increased earnings is through increased sales.

In many fields, active spring buying has already started with a rush.

What does this mean to us? It means that in selling Calvert and Carstairs we have opportunities greater than ever before.

So let's keep our eye on the future. Our future is as bright as you want to make it. The destiny of our business economy is in the hands of American salesmen.

We have the tools and the opportunity. From here on it's up to us.

Sincerely,  
TUBIE RESNIK,  
Executive Vice-President  
& General Sales Manager,  
Calvert Distillers Co.



WE STARTED HERE  
*when she saw it...*



# IMAGERY TRANSFER . . .

## HAPPENS HERE *when she hears it . . .*

TRANSFER . . .

NBC RADIO'S EXCITING NEW APPROACH TO ADVERTISING . . .

uses the recognized power and economy of network radio to multiply the effectiveness of *all* your advertising and, at the same time, to bring your over-all cost per thousand way down.

*Here's the way it works:*

Key words . . . significant sounds . . . cause

people to react in certain ways. Imagery Transfer puts this psychological process to work for you. Using just the *right* combination of words and sounds — *on radio* — you re-awaken automatically the advertising images of your products that you have already established with the consumer through visual media.



# IT PAYS OFF HERE *because she buys it!*

**IMAGERY TRANSFER** lets you fill in the gaps between your once-a-week, bi-weekly or monthly exposure in the expensive visual media. Because network radio offers mass coverage at low cost, you can reach your customers, economically, time and time again. You can keep the picture of your product foremost in the housewife's mind . . . at home where she uses it . . . in the car when she's on her way to market. With radio and its Imagery

Transfer you can literally follow your customers right to the point of purchase. The product images that you store up with all your advertising then explode into action—buying action.

A call to NBC Radio will bring you a consultant, ready to discuss how Imagery Transfer can be applied to your advertising.

This is *IT!* It's ready to do a job for you now.

**NBC RADIO NETWORK**

# Advertising As a Salesman's Tool

## Part 1

An outstanding reason why a company—maybe your company—doesn't get maximum sales out of a given metropolitan market area is that neither the district (or branch) manager nor the salesman is sufficiently well educated on how to gauge the sales potentials.

They may have sufficient information about the specific retail outlets in the area, but that isn't enough. They need to know more about the purchasing power of the consuming public.

And of those field men who represent companies that do local advertising in any area (newspapers, spot radio, spot TV) only one out of every four properly merchandises that local advertising support.

The failure to get the most out of the advertising is often a home-office failure. "Lack of information" is the outstanding reason why the field men do not do a better merchandising job. Either they are completely uninformed, or hopelessly vague, about insertion dates, size, copy themes and the like.

These are a few of the summary conclusions from an exclusive SALES MANAGEMENT survey made in scores of Metropolitan Area cities in every section of the nation, cities ranging in size from 50,000 to several million.

The respondents to a six-question probing study were advertising directors of newspapers and TV-radio stations — men whose job it is to know not only their mediums and their markets, but also the distributive trades, wholesale and retail, and who are ready and willing to extend information and co-operation to the representatives of manufacturers.\*

The first question asked was:

"Do you feel that branch managers and their men are sufficiently well educated on how to gauge the sales potentials of the market you serve? An example or so might help."

Many believe that branch managers all too often lack an understanding of the new concept of "marketing," and think only in terms of personal, face-to-face selling. "By and large they show an alarming lack of knowledge about specific markets," says a division head of one of the newspaper chains.

From Connecticut: "Many have no idea of a market except their own sales figures — which may have an absurdly small base. They do not know population or the circulation of the newspapers in which they advertise, or the type of market (industrial, residential, maybe an educational center); they are not versed in per capita income or spending. Consequently they can't evaluate true sales potentials."

\* This study is an example of how a company's field force can be used to gather vital information for the home office. Because SALES MANAGEMENT's advertising salesmen have close contacts with media sales directors in all leading cities, the editors asked them to enlist the cooperation of these men in answering the questions when time permitted.

## What You'll Get from This Series

The primary purpose of most advertising in consumer media is to influence the consumer to buy—if not to demand, at least to accept.

But scarcely less important is the influence which the advertising has with branch managers — wholesalers — brokers — distributors — salesmen. Particularly important is the degree and skill with which they use it.

Do they have the knowledge and understanding required to "milk" the consumer advertising at the local level, where it will count the most? Are they using it effectively to get orders, displays, shelf and counter positions? If not, whose fault is it—yours or theirs?

To find out what is happening, SALES MANAGEMENT used its field advertising salesmen to help gather information. Coast to coast they asked and secured the co-operation of the advertising directors of newspapers, TV stations, radio stations in answering a difficult six-question survey on how branch managers and their men are using advertising as a sales tool in scores of local markets, all of them Metropolitan County Areas, ranging from 50,000 to multi-million size.

It is possible in effect to buy advertising for 47 cents on the dollar (SALES MANAGEMENT, Jan. 15, 1951), the spread representing the difference between having branch managers and field men informed and enthusiastic instead of "blah" about copy and media, but few are achieving that goal in the opinion of these local experts.

The first instalment deals largely with the whys of failure, with sound suggestions on how to improve the merchandising. Part 2, April 19, will concentrate more on the successful ways and means used by certain advertisers or their agencies.

Poor communications within a company was advanced by several respondents as a real problem. As new divisions are set up, is the informational storehouse turned over to the new people? A New York State publisher tells of a company that had a good picture of the market and the relative importance of key channels—but then came a new product and a separate division, and the field men were forced to start from scratch in their quest for information even though they were selling to the same trades as the older divisions of the company.

The old bugaboo of how to trace wholesale trade is a frequent reason for improper market evaluation. Sales made to wholesalers or brokers in large cities are sometimes interpreted as being equivalent to consumer sales. If the manufacturer doesn't have a breakdown of the ultimate destination of the merchandise bought by the big-city wholesaler (and he usually doesn't), he may over-advertise in the big city and under-advertise in other cities within the orbit of the wholesaler. At any rate, such a method of distribution makes it doubly necessary that he have field men who can and do make reasonably accurate appraisals of the true potentials of individual local markets, since his own sales records are relatively valueless for such a purpose.

Some of the local media executives accept most of the blame. Says one: "Literally volumes of market data are

available through official state or federal sources, your own *Survey of Buying Power*, chambers of commerce, etc.—and, of course, through us and our competitors. It is our job to get this information around and to get it used. We have fallen down."

Others say the home office is at fault. "Local managers evaluate the market better than their national office in most cases. They know the essential differences between markets, but the home office insists upon a 'national pattern.'"

An Indiana newspaperman finds that a branch manager usually rises to his responsibilities. If the company wants a "yes" man he will be a "yes" man, but "where it is the responsibility of the branch manager to predict future sales in his territory, and to project sales strategy far in advance, he is definitely educated well enough to gauge the potential existing in a given market. He can't afford to be wrong if he knows the home office depends upon him for projections."

The spread to the suburbs and to exurbia renders obsolete the old stereotypes of many markets. Newspapermen charge that many managers and their men haven't kept up-to-date on this movement, and see the area only as the central city was 20 years ago.

The second question was:

"If they are weak in evaluating your market, is it due to lack of sufficient information about the specific retail outlets in the area,

the purchasing power of the consuming public, or what?"

It isn't lack of knowledge about outlets, the local media executives are generally agreed. Let a North Carolina publisher speak for the group: "It is lack of knowledge of a given market's activity and individual peculiarities, the sales and purchasing power of the consuming public."

From Tennessee comes this advice: "There's always trouble when the home office exercises complete authority without the counsel of branch managers. A combined thinking of both the field and home office is best."

"If you are selling baby food or dog food," says an Eastern newspaperman, "find out where the baby and dog population is strongest. Then find out whether the supporting advertising is reaching that market area effectively in relation to the potential."

Some branch managers, and it's even more true of salesmen, tend to "fight" all forms of economic or statistical information. "It must be spoon-fed," says an Ohio radioman. An Illinois newspaperman charges that branch and district managers "are so concerned with cracking the whip for immediate sales that they don't find time to follow through with background data for their men."

Along similar lines, from San Francisco comes this observation. "Basically the man is a salesman, not a statistician. The home office makes up a quota, and he's on his own. Periodically companies should have

## Who's To Blame For Sloppy Ad Merchandising

### Field Men Are at Fault Because:

1. They don't bother to learn enough about local purchasing power and other measures of true potential.
2. They don't keep up-to-date on population shifts.
3. They tend to "fight" all forms of economic or statistical information.
4. They don't have "time" to merchandise their company's advertising.
5. They don't utilize local sources of factual information and/or cooperation.

### Home Offices Are at Fault Because:

1. They don't trace their wholesale trade down to the consumer.
2. They try to reduce everything to a "national pattern."
3. They expect field representatives to be "yes men."
4. They go off half-cocked, relying on insufficient testing.
5. They fail to keep the field men posted on when, where advertising is to run.
6. The sales and advertising departments aren't properly coordinated.

market evaluation teams go into the field to help the branch managers evaluate potential."

Inadequate testing is another charge, leveled most often at the home office and the advertising agency.

As might be expected, the advertising executives who sell local space or air time are convinced that their particular market is "different," and they criticize the manufacturer because he is concerned too much about the "over-all" picture and too little about the peculiarities and potentials of individual markets.

The third question dealt specifically with the merchandising of local advertising:

"Assuming that these men represent companies which advertise with you, do many of them fail to merchandise support properly? Why? Lack of sufficiently detailed information from their home offices about copy-size-dates of insertion? Lack of information about the coverage of your medium—or what?"

"According to the jury of local experts, about 10% do a fair job, 20%

a good job, and 70% a poor job."

When it is a poor job, they put the blame most often on headquarters for lack of information.

Usually it's just that—a lack of information. Occasionally it goes deeper—a refusal to give information.

Several charge that the cigarette companies are so worried about news of their campaign plans getting to competitors that they keep their own field men completely in the dark. One Eastern newspaperman says: "Local managers either have no information or fear to use what they have. It is not at all infrequent to find that a local manager is utterly unaware that copy has broken in the newspaper. When they do have advance knowledge, they are kept in constant dread of losing their jobs if they tell us or the trade of upcoming schedules. The local manager of Brand X was called into New York after telling me that a campaign was coming up. He was told that he would lose his job if the occurrence was repeated!"

But that must be an unusual situation. There's plenty of evidence that most manufacturers want their men to use the local advertising as a sales tool, but many—seemingly most—fall down in supplying local men

with the information they need for a really effective job.

Most of the local media executives will agree with the Texas man who replied: "We find many have no idea how much advertising support the product is going to get, when it is to appear, the size of the advertisements, the real coverage of the newspapers in which it will appear."

This is a grave charge, but one which is supported with reams of evidence.

Their argument is that if the field salesman doesn't know, the retailers do not know, and if they do not know, there will be no interior or window displays, no tie-in advertising.

From Illinois comes this illustration of faulty follow-through by a manufacturer: "This is February 21, and on February 26 we are to start a campaign for a food advertiser. We have received letters from the company asking us to merchandise the campaign, including solicitation of tie-ins. We have not received an order or copy, and in checking with the territory man we learn that he does not have copy, nor does he know the theme of the campaign. He has not been informed of the size of the ads nor the total lineage to be used."

Many say that "the local man" knows what to do with a campaign if he is advised sufficiently in advance to get the information to the trade—three weeks a minimum, they say, but "too often schedules are spur-of-the-moment decisions, with little or no follow-through by the agencies." Or, "You can't do a merchandising job when plans are created overnight in order to meet competition."

"What beats me," wails a Southern publisher, "is that many of the manufacturers or their agencies who yell loudest for merchandising cooperation are the very ones who have a policy of keeping their promotion 'under wraps' until the last minute."

In the case of food product advertising, there's a sharp divergence of opinion as to who does the best merchandising job—the broker or the brand's direct representative. More, however, would seem to agree with the Wisconsin man who says: "Company advertising never appears to be as sharp and exciting as when presented by a well-briefed field man who works directly for the manufacturer." Put the accent on *well-briefed*.

Can it be true that "few salesmen are armed in advance with proofs of ads to show retailers?" According to the newspaper consensus it most definitely is true.

Why → ADVERTISE IN ROANOKE?

Number 1 of a series

Because

Realistic merchandising by the ROANOKE NEWSPAPERS insures support of your product

How it's done {

- alert editorial support
- advance dated bulletins to merchants and chains
- follow-up calls through the entire market area

Results: Your dealers have the time and the interest to profit from tie-ins, displays, and promotions.

Roanoke—Your key market in western Virginia  
16 counties... a completely independent market

is covered exclusively by the

**ROANOKE**  
TIMES AND WORLD NEWS

For full information write Sawyer-Ferguson-Walker Co., National Representatives

The best results, seemingly, come when the company advertising department is a part of the sales department. "Then we find better follow-through by the sales manager on advertising supporting a special sales drive. Merchandising is the glue or the adhesive binding of the sales program and the advertising program," says a newspaper chain executive.

"But even with the biggest companies, such as P & G, General Mills or Pillsbury, there is a lot of room for better coordination," says a South Carolina man. "So often I have a manufacturer's salesman tell me about the page ad coming on a certain date; we check our records and find it's only a half page, and that the date has been changed."

It's a moot question as to whether salesmen are as different as their home offices are different. An Eastern newspaperman tells of a Colgate-Palmolive man who was armed by the company with full information about a coming campaign. "He contacted and secured tie-in ads from many grocers to run during the period of the national advertising. He set up displays in our lobby cases. He got cards to fit frames on our circulation trucks. He talked us into making a post card mailing to the trade. And he UPPED HIS BUSINESS VERY CONSIDERABLY.

"Another soap company representative, with the same facilities available to him, called upon us to ask whether we had received a schedule from the agency. Period. No follow-through anywhere along the line."

The End

#### Coming Up Next Issue

Part 2 of the survey on "Advertising As a Salesman's Tool" will run April 19. It will list the advertisers who in the opinion of newspaper-TV-radio men are doing the best job of merchandising their local advertising—and will tell not only how they are doing that but how they use salesmen and branch managers to improve media selection.

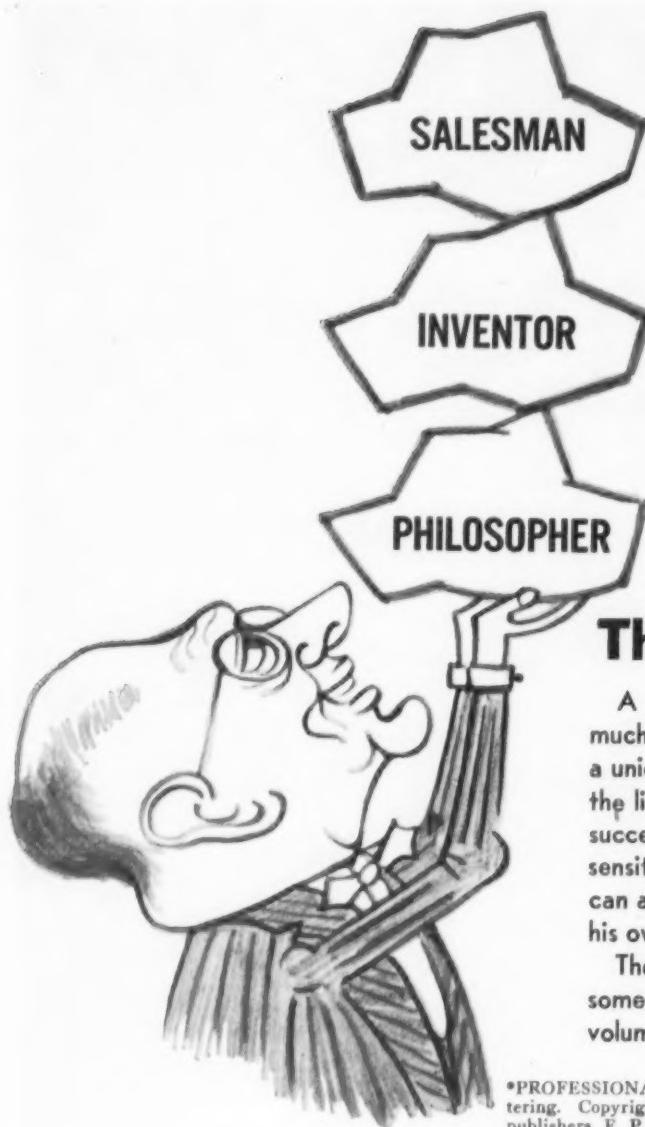
April 19

#### Sales Management

**FEDERAL** PAPER BOARD COMPANY, INC.  
NATIONAL FOLDING BOX DIVISION      MORRIS PAPER MILLS DIVISION

SALES OFFICES: NEW YORK, N.Y.; CHICAGO, ILL.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; CLEVELAND AND STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.; MARION, IND.

FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.; MORRIS, ILL.; MARION, IND. PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; MORRIS, ILL.; READING, PA.; STEUBENVILLE, OHIO; WHITE HALL, MD.



## Three Hats for Mr. K.

A new biography of Charles Kettering reveals much of the character of his peculiar genius. He's a unique combination of a philosopher possessed of the limitless practical imagination that makes him a successful inventor . . . and a scientist with such a sensitive appreciation of human motivation that he can and does act the role of star salesman in selling his own ideas.

The editors of Sales Management present here some excerpts from the book\* and stamp the volume "recommended reading."

\*PROFESSIONAL AMATEUR, The Biography of Charles Franklin Kettering. Copyright, 1957, by T. A. Boyd. Reprinted by permission of the publishers, E. P. Dutton & Co., Inc. The wide appeal of this book is attested by publication of excerpts in the April 2 issue of *Look*, under the title "The Wonderful World of Charles F. Kettering."

### An Engineer Explores Sales

Kettering's contact with Grant\* quickened the interest in salesmanship and in the viewpoint of the customer which he already had. He took the course in salesmanship offered by NCR in evenings, in what was called the Owl Class, and which had for its motto the single word "Dig."

Recalling his years at NCR, Kettering said, "I didn't hang around much with other inventors or the executive fellows. I lived with the sales gang. They had some real

notion of what people wanted." And sensitivity to what people want has all through his life been a marked characteristic. "Remember," he said once, "that you and I get no place in the world except in proportion as we serve the fellow who pays for our dinner."

### Kettering as a Salesman

Kettering surely needed all his time now to work on ignition; for, as it turned out, there was much more to selling the new system to Cadillac than getting Leland\*\* to

agree to put it on the car. Kettering still had a real fight to convince all the others at Cadillac of the merits of the new system. But this man, whom Leland called "an absolutely unknown young electrical genius," succeeded in selling not only his product but also himself to everyone at Cadillac with whom he had to deal.

### Craftsman at Work

But then, and throughout his career, it was a hard and fast rule of Kettering's personally to see that whatever product he had to do with was made right. This was one of the chief reasons for the success he had in developing new products.

\*R. H. Grant, later to become v-p sales, General Motors, but then an outstanding salesman for National Cash Register.

\*\*Henry M. Leland, president of Cadillac at that time.



**"You're right for \$1,390,000,000\***

**Salt Lake - Ogden - Provo is one of the first forty markets"**

This is a prize anyone can win . . . a share of the \$1,390,000,000 in effective buying income from the Salt Lake - Ogden - Provo market. Television coverage is the key to the grand prize.

**TRI-CITY** 577,000 pop. 100% unduplicated TV coverage\*\*

**33 COUNTY MARKET** 932,100 pop. 88% unduplicated TV coverage\*\*

**KTVT**  
CHANNEL  
Katz Agency, Inc.  
National Representatives  
N.B.C.

**KSL-TV**  
CHANNEL  
CBS-TV Spot Sales  
National Representatives  
C.B.S.

**KUTV**  
CHANNEL  
Avery-Knodel, Inc.  
National Representatives  
A.B.C.

**Offices and studios in Salt Lake City, Utah**

\*1956 Effective Buying Income for 33 County Market.

\*\*Market areas and coverage from Nielsen Coverage Service No. 2. Elko and White Pine Counties in Nevada and Sweetwater in Wyoming added since March, 1956.

## Charles Kettering: The Auto Industry's Spark Plug



Horatio Alger anticipated Charles Kettering, American inventor, manufacturer, a director and a former v-p of General Motors, former general manager of that bellwether among automobile research centers, GE's Research Laboratories. He started as a poor farm boy, earned his first money (\$14) cutting a neighbor's wheat, promptly invested it in a mail order telephone he just as promptly disassembled to see what made it work.

While at College of Wooster (Ohio) he learned of engineering courses being offered at Ohio State. But his eyes failed from overwork and he had to wait three years to enroll. While studying he was a trouble shooter for the local telephone company. First job after earning his degree: to develop an electric drive for National Cash Register. Later he began his own engineering laboratory, perfected an electric generator for auto lighting and starting, greatly accelerating auto production.

When his lab—Delco—was bought by GM he went along. The important inventions he sparked or perfected would cover pages. But for his work he has been awarded dozens of plaques—one of which he's receiving here—and honors from industry and education. Says Kettering at age 80: "I'm interested in the future. That's where I expect to spend the rest of my life!"

### Phooey to Hierarchy

The "barn gang" came to refer to Kettering as Boss Ket, and that name has stuck to him throughout his life. But the only difference in rank among the men who worked in the barn, Kettering said, "was when one guy was ranker than another."

### Watson and the Self Starter

It was during this period that the late Thomas J. Watson, then sales manager of NCR and later head of the International Business Machines Corporation, had the experience of being—as he thought—the first man, outside of the little group directly concerned with the electric self-starter, to have it demonstrated to him. One day as Watson got off the train in Dayton he met Kettering and Henry Leland. Leland was taking the train back to Detroit after a visit to Dayton. Seeing Watson, Kettering said to him, "Wait for me in the station, Tom, and I'll drive you home."

When Kettering came back they went to his car and both got in. Watson recalled that he chuckled to himself at that, thinking that here this absent-minded inventor was just getting into his car and forgetting to crank the engine. But, to his astonishment, Kettering merely set some controls, pushed a button, and the engine started.

In his amazement, Watson asked what in the world that gadget was. At that Kettering invited him to get

out and he showed him just what he had there under the hood. That demonstration and ride to his home afterward made Watson the first member of the public to have that historic experience.

One day a letter signed C. F. Kettering had come to the Electric Storage Battery Company. It asked for a quotation on 10,000 storage batteries. Nobody in all history had ordered 10,000 batteries at one time. And, as for the Dayton Engineering Laboratories Company, the battery company had never heard of it.

### COMING

#### "How to Estimate and Pay for Auto Costs"

It's time for the Runzheimer survey again! Coming up in "Sales Management" is this nationally respected report of how much it will cost in 1957 to operate and maintain salesmen's automobiles in some two dozen different geographic areas. This year the article will cover air conditioning of salesmen's cars.

### SALES MANAGEMENT

But O. Lee Harrison, one of the company's salesmen, was sent to Dayton to see Kettering. "I don't want to sell you any batteries" was the way Harrison greeted him. "I just want to look at a fellow who thinks he wants to buy that many batteries."

Harrison was impressed with Kettering and with what he said and demonstrated about the self-starter. Not for nothing had Kettering spent his time with the sales people at NCR and taken that night course in salesmanship. However, Harrison found it difficult to get his people to make a battery small enough to go on a car. But at last he succeeded in getting one to meet the size limitations, and one that was rugged enough, as well, to stand the jolting of a moving automobile. Later . . . Harrison joined the staff of Delco as sales manager.

### A Dime's Worth of Philosophy

What the attorney did not know perhaps was just how little Kettering was concerned about losing his money. Someone asked him once, "Suppose you lost everything you have. What would you do?"

"Well," he replied, "I would do just what I did before when I didn't have any money. . . . I would create something people want, something they need, and would pay money for. . . . I'm not afraid of losing my assets, because I don't believe that a man's assets are in money."

This Big Seal  
sells the  
little  
ones



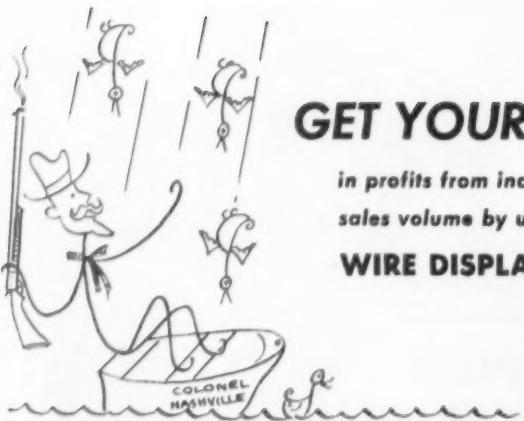
..and the little ones  
sell BIG!

Every Sunday the famous Reynolds Wrap Aluminum Packaging Seal comes up full-screen on nearly 11 million TV sets throughout the U.S.A. It stands out, *in color*, in full-page national magazine advertising. It looms even larger in dramatic indoor and outdoor "spectaculars". And all these billions of impressions make the Seal known...keep building up the public awareness of its value.

But the pay-off is in the little Seals on the packages themselves. Women look for them, as they take products from the shelves. In the home, in the pantry, on the table, the Seal tells its story...selling all the time. More millions of impressions...accumulating endlessly!

Put this BIG selling to work for you. Call the nearest Reynolds sales office—all principal cities. Or write to **Reynolds Metals Company**, General Sales Office, Louisville 1, Kentucky.

See  
"CIRCUS BOY",  
Reynolds dramatic  
adventure series,  
Sundays, NBC-TV.



## GET YOUR LIMIT . . .

*in profits from increased  
sales volume by using  
WIRE DISPLAYS*

### Why Colonel Nashville builds better display MERCHANDISERS

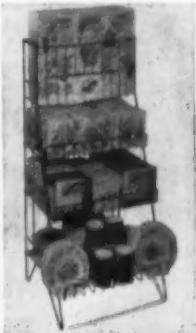
- ★ CREATIVE DESIGN—experience-engineering-custom tailoring
- ★ PRODUCTION CONTROL—five complete manufacturing plants
- ★ QUALITY CONTROL—inspection rated superior
- ★ SERVICE—warehousing - drop shipments - complete shipping facilities

**Write us for illustrated folder**

## NASHVILLE DISPLAY MANUFACTURING COMPANY

P.O. BOX 491

2505 Bransford Avenue • Phone: CYPress 7-4379 • Nashville, Tenn.



**Big Premium!**

**BIG NAME!**

**Big Bargain!**

### Bell & Howell Stereo Camera Kit—

the most exciting photo buy in the premium field. The real stopper is the price—specially tagged for premium users! And the Bell & Howell name puts a valuable plus in your selling program. This big kit contains: the precision Colorist 3-D camera, leather case, flash gun, brilliant viewer. Camera available separately. Get the facts—get the deal! Write Bell & Howell, Specialty Sales, 7190 McCormick Rd., Chicago 45, Illinois.



**Bell & Howell**

*Finer products through IMAGINATION*

It was at the introduction of new models by one car maker—a special celebration of twenty-five years of operation by that company—that Kettering first used his illustration of a car in a glass case. He did it to emphasize the circumstance that that year's car, fine as it was, was only one stage in a process of continual evolution. The speakers who preceded him had lauded the new car in extravagant terms, and the last of them had said that the company would never build a finer car.

"I followed him in my talk," Kettering related. "And I said I would like to have them pick out what they thought was the best one of the cars, put it in a glass case, seal it up, and print the price on the outside in gold letters like those on the front of banks. Now we'll come back next year and take a look at the car. It won't look so good then because there will be a new model out. We can't get the posted price for it now, so we'll put the price of two hundred dollars less on the glass case at the front. But this time we'll print it there not in gold but in white wash. We'll keep on doing that each year. And what do you think we can get for that car at the end of 15 years? It will be just as good as it was when we put it in the case, but the only man who will buy it is the junk dealer."

### Kettering on Advertising

Throughout his career Kettering has had a special interest in advertising. He talked about advertising a great deal and often was invited to address gatherings of advertising men and businessmen. "I believe in advertising," he would say. "It can accomplish great things. . . . But advertising is a story about a product, and I don't believe you can write the story into the product unless it is there . . . you have got to vitalize your product."

In his view, the best way to do that is through research. "I can't see spending forty million dollars for advertising and a million for research," he said. "If you will give me ten of that forty, I will make the other thirty talk louder than if you had fifty million."

"Advertising experts are always striving toward some new appeal in their copy," he commented also. "Well, I say spread some of the newness of appeal into the product. For it is the monotony of the sameness of things offered for sale that discourages buying. . . . Just try writing your friend a letter once a week about your dog, and before a

year is gone he will be so tired of hearing about that dog of yours that he is likely to come around and shoot it."

#### Birth of Ethyl

In the early part of 1923 it was decided to begin selling to the public in an experimental way gasoline treated with tetraethyl lead. That was before all the research on an agent to correct the spark plug and valve-burning problems had been completed. But corrective agents that were reasonably good had by then been found.

"You may ask," said Kettering, "why we did not wait to begin selling the product until all the problems of using it had been completely solved. The answer is this: I have found that once a product has reached the stage at which it is useful to people, or better than what they have otherwise, it is time to begin making it available to them. Doing this serves two purposes. The first is that people get the benefit of the improvement sooner. And the second is that the further improvement of the product will proceed faster and more intelligently when there is such practical use to stimulate it and guide it."

Thinking that a trade name for the product simpler than the chemical name, tetraethyl lead, was needed, Kettering suggested the name "Ethyl" gasoline. Also, to give the gasoline a distinctive appearance, it was decided to dye it red.

#### Kettering on Competition

Progress in providing diesel power for the railroads was not made without opposition. Shortly after the locomotive plant at La Grange had been built and diesel locomotives had begun to be delivered to the railroads, a topside man of one of the manufacturers of steam locomotives in an address before one of the engineering societies attempted to show that the diesel locomotive never could do the really hard jobs on a railroad.

His address was quoted so widely that executives at Electro-Motive, in their struggles to get a new business going, were disturbed by publicity so unfavorable to the diesel. Volney Fowler, who had been designated to handle public relations and advertising for Electro-Motive, talked the matter over with H. L. Hamilton, general manager of the division. They agreed that they ought to have something to answer the argument of that address, and that it would have to come from someone whose opinions

## A Mayflower Move Is a Good Move!



Whether you're moving one of your company's sales executives, a production manager, an engineer, or a top executive, "a Mayflower Move is a Good Move!" That's what scores of Mayflower customers tell us every day. One satisfied shipper, for example, after a move from Pueblo, Colorado to Hayward, California, wrote us:

*"We were glad to receive the furniture in excellent condition and dishes without a single chip."*

Next time you have company personnel to move, make a good move, call Mayflower!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



AMERICA'S FINEST LONG-DISTANCE MOVING SERVICE



**The continuing revolutions in today's  
marketing picture  
call for many new strategies**

# in Packaging, for example . . .

*One of the most significant developments in packaging is this . . .*

*" . . . The sales manager is the man who makes most of the final packaging decisions . . .*

*" . . . The primary reason for a package change is to increase sales."*

*As reported by the Folding Paper Box Association from a survey of 307 of the nation's grocery manufacturers.*

*The following packaging concerns are already taking advantage of this development . . . advertising in the pages of Sales Management.*

- **The Dow Chemical Co.**
- **Goodyear Tire & Rubber Co.**
- **Federal Paper Board Co. Inc.**  
National Folding Box Div.  
Morris Paper Mills Div.
- **Reynolds Metals Co.**
- **Lassiter Corp.**
- **Continental Can Co.**  
Robert Gair Div.
- **Stone Container Corp.**
- **Lermer Plastics, Inc.**
- **Celanese Corp. of America**  
Plastics Div.
- **Chicago Show Printing Co.**
- **Sealright Company, Inc.**
- **Container Corp.**

**Sales Management**  
THE MAGAZINE OF MARKETING  
New York      Chicago      Santa Barbara

# Beechcraft

*Has Fine Opportunities For  
FLYING SALES EXECUTIVES*

Exceptional opportunities exist now for qualified, experienced salesmen who would like to supervise and direct the sales organizational work in a fast growing business aircraft market within key regions of the U.S. Those who have executive management experience necessary to initiate and administer sales programs in the field, and who are qualified pilots, should send complete resume and recent photo to Robert J. Geis, Marketing Manager, Commercial Sales, Beech Aircraft Corporation, Wichita 1, Kansas.

bore considerable weight. So Fowler was commissioned to approach Kettering on the subject.

He went at once to see Kettering. "I jumped right into the subject," Fowler said, "and Mr. Kettering patiently heard me out on the proposal that he use one of his speaking invitations . . . to knock the props from under that person."

Fowler recalled: "He looked at me sort of sorrowfully and said: 'Fowler, I'm disappointed in you. And you call yourself a publicity man. Why, don't you know, young man, that the finest asset we have for our diesel locomotive business is the fact that all our competitors believe we are crazy? If you will help them keep on thinking that, we'll not be bothered with competition during the years in which Electro-Motive is working out the bugs and developing a really good locomotive.'

"I took Boss Ket's admonition to heart, partially just for the fun of it and somewhat out of curiosity to see how it would work, and it worked like a charm. By the time the opposition awoke to what was happening, the rush to diesel power was on in full force, and to stay in business they had to make hasty, ill-prepared entries into the field."

## Whose Profit Built America?

"My fundamentals of business are simply this," Kettering has said: "I know I can't make and sell something for less than it costs me. . . . I also know that if my product isn't worth more to the customer than he pays for it, I can't stay in business. . . . That's the double-profit system. You have to have a small profit for the manufacturer and a very large profit for the user."

"The best way to find out how much your customer's profit is is to ask yourself how much more you would pay for an electric light bulb than it costs if you couldn't get another one. . . . That's the customer's profit—and it's a lot more than they get for the lamp itself. . . . It is the customer's profit that has built this country. It wasn't built from manufacturing profits."

## Kettering on Salesmanship

Another significant item of Kettering's philosophy of business is his belief in the need for superior salesmanship, if new ideas are to be accepted. "The thing that is really hard to do," he would say, "is to sell the idea of progress. So many people are against it."

"Whenever a new idea is presented,



## What a premium!

The fun and excitement of taking a picture one minute and seeing it the next has made the Polaroid® Land Camera one of the world's most wanted gifts.

Used as an incentive for salesmen and distributors, as a dealer loader, as an award for display placement, as a consumer contest prize—the Polaroid Land Camera really gets action! Top companies have used this camera as a premium with tremendous success.

### PREMIUM SALES DEPT. S-45

POLAROID CORP., CAMBRIDGE 39, MASS.

Please send me information, prices, and case histories on the Polaroid Land Camera used as a premium.

NAME \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

POLAROID CORP., CAMBRIDGE, MASS.

the first instinctive reaction is against it. Some philosopher has said that the second sober thought is always essential and seldom wrong. Well, the only thought you have is the second one. The first is merely an instinctive animal reaction against things. . . . Instinctive reactions have been at work for so much longer than intelligence that they always get the first seat in our mental reaction . . .

"So whenever a new idea is laid on the table it is pushed at once into the wastebasket. Do not get discouraged at that if you idea is right, for that is only the first time it was pushed off." Get to that wastebasket before the janitor, he advised. Dig out your idea and lay it back on the table. Do that again, and again, and again. And after you have persisted for three or four years people will say, "Why, it does begin to look as though there is something to that after all."

However, he does not favor at all what is called high-pressure salesmanship. He once joked that he had made an important invention—a pressure gauge for high-pressure salesmen.

#### Philosopher's View of Human Ego

Kettering would often comment on how little reason for egotism we have. "We think we are conquering Nature," he would say. "Yet I have noticed that whenever anyone speaks of conquering Nature, what he really means is that he has got right down on his knees and done exactly what Nature wanted done under the circumstances. . . . If you can get Nature to do anything she doesn't want to do, I would like to know about it.

"The earth and the stars were here, running, long before we got here and we have contributed very little to it outside of fighting among ourselves. We did not do anything to make the trees, we did not do anything to make bugs and bees and butterflies; but, my God, when we do something, how we hammer our chests. We invent a camera and get all excited about it, but we could not make an eye in a million years.

"The birds and bees and butterflies have been flying for hundreds of thousands of years. . . . They must have a continual tickle when they see us try to fly. . . . The bat is a very old creature. He has this navigation business down fine. If you take two wheels revolving in opposite directions, and blindfold the bat, he will fly through the wheels without ever hitting a spoke. He has been able to do that for centuries. Of course, he is a dumb animal. . . . That is one of our difficulties right there, the dumb animal idea."

The End

# PERFECT packing for PERFECT shipping



In long-distance moving, anything that requires packing should be *properly* packed. And that doesn't mean just wrapping it in newspaper and stuffing it into a box or barrel. When packed by United's experts, even the most fragile goods travel safely because they are safely packed—in safe containers. This is a service your personnel will appreciate when they have to move. See Yellow Pages of Phone Book for nearest United Agent.



# Farm Journal



MARCH 1957 • 20 CENTS

Eastern Edition

*Fewer Trips Put in the Crop • Colorful  
New Shrubs • Where America Was Born*

Central Edition

*Fewer Trips Put in the Crop • Colorful  
New Shrubs • Where America Was Born*

Southern Edition

*Fewer Trips Put in the Crop • Colorful  
New Shrubs • Where America Was Born*

Western Edition

*Fewer Trips Put in the Crop • Colorful  
New Shrubs • Where America Was Born*

## In a Hurry?

Farm Journal's great speed serves industry as well as agriculture. A limited number of advertisements can be accepted as late as 10 days before issuance date at no extra cost.

# *Farm Families **EVERYWHERE***

## *what **THEY** want...need...*

## *and can't get **ANYWHERE else!***

*FAST . . .*

*that's how things happen in business . . .  
and Farming is the nation's biggest business*

To gather the news of agriculture *wherever it happens*—Farm Journal maintains a staff of full-time farm editors based at strategic points clear across the country. *No one else does.*

To deliver the news of agriculture *while it is still news*—Farm Journal employs a battery of high-speed news magazine presses, sufficient in number to allow last minute changes on 96 pages of the magazine less than a week before it is in the homes of its more than  $3\frac{1}{2}$  million subscribers. *No one else does.*

True, it does make it more difficult and more expensive to edit and publish this way. But it has also given Farm Journal an extraordinary vitality of readership and made it one of the nation's truly great magazines, the largest and most successful farm magazine ever published.

## **FARM JOURNAL**

*One of the nation's truly great magazines*

*More than 3,500,000 subscribing families*

Graham Patterson, *Publisher*

Richard J. Babcock, *President*

# How to "needle" yourself

It is pretty well recognized that one of the contributions a good agency can make to a client is to supply an objective "outside" viewpoint which can help keep marketing programs in tune with the market—to "needle" the client occasionally if he tends to think too much like a manufacturer and not enough like a customer.

It follows logically that such outside "needling" is equally valuable to an agency—to keep it from getting into a creative rut, to keep its thinking clear and fresh, to force it to stand off once in a while and take a hard, critical look at itself and the work it is doing.

We needle ourselves through the sharp eyes and minds of four outside consultants. They are college professors. Each is a recognized authority on some phase of marketing. Each, in addition to his teaching duties, consults with a variety of business and industrial firms on current marketing problems.

None of these men works on any of our accounts or has any day-to-day responsibilities for the agency. Yet each one is in a unique position to supply an unusual degree of historical, current, and future perspective.

They needle us in a number of ways. For instance, they check our thinking on specific marketing and advertising programs we are producing for clients. Sometimes they do this informally, during the planning stage; sometimes when the program is almost finalized; but always they give us an unbiased, and extremely well-informed, appraisal of our planning and creative work.

They also keep us informed of marketing and advertising trends we might miss or underestimate in the rush of day-to-day work. They are in an excellent position to do this not only because of the constant research and study incidental to their scholastic duties, but also because of insights gained through working for their own clients and as members of a variety of associations.

We started this method of needling ourselves a number of years ago, very cautiously, with one consultant. The practical value became apparent rather quickly, and we increased our staff of consultants for the greater convenience of our people, and clients, in each of our offices.



One aspect has been surprising. That is the degree of client interest in our "needlers," and the variety of ways in which these consultants have served clients directly, quite apart from their work for us. To satisfy this interest in an organized way we have published a little booklet called, "A Marketing Team Worth Knowing."\* We'll be glad to send you a copy.

\*Prof. J. R. Hawkinson, *Northwestern University*

Dr. C. H. Sandage, *University of Illinois*

Dr. Lincoln Clark, *New York University*

Dr. Melvin Anshen, *Carnegie Institute of Technology*

**Marsteller, Rickard,  
Gebhardt and Reed, Inc.**

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

SALES MANAGEMENT

# Motorola

## Ties Its Promotion

### To a Star

### (two of them, in fact)

Searching for a high-excitement, low-cost promotion, Motorola decided to "play ball" with local communities, signed football's Otto Graham last year and baseball's Bob Feller this year to barnstorm in the name of sports . . . and Motorola.

By DAVID J. ATCHISON

Right about now the welcome cry "Play ball!" is ringing throughout many a major league stadium, but baseball veteran Bob Feller will be "playing ball" with communities where Motorola dealers and wholesalers hold forth.

Motorola has signed Feller, famed baseball pitcher, who retired from active playing this year after 20 years, to carry on a program recently "played" by Otto Graham, All-American Quarterback, who retired from the Cleveland Browns last year.

Motorola's Youth Sports Program seems somewhat novel when one considers that Motorola has no special product lines for kids and no apparent reason to link up with sports.

Last summer the firm was searching for a high-excitement, low-cost promotion. It occurred to somebody in a marketing dream session that

sports-mindedness should be a natural for the company since it produced the vehicles that brought sports shows into so many homes. Too, the president, Bob Galvin, is only 34, an avid sports participant, and father of four sports-minded youngsters.

In July all-time football great, Otto Graham, a product of Waukegan, Ill., retired from professional football. His name and reputation for clean play were suddenly available. Motorola's vice-president for marketing, S. R. Herkes, signed him. Then a team composed of David Kutner, director of merchandising, Hal McCormick, director of advertising and sales promotion, and Allen Center, director of public relations, started to build a program around him.

The public service objective was strong, but to make it possible there

had to be a promotion which would interest the consumer, and get action from the retailer and wholesale distributor. In short, the program had to sell merchandise.

Plans called for:

1. Product endorsement of TV sets by Otto Graham.
2. In-store promotions of "Otto Graham Specials" with window displays, life-size cutouts, hanging pennants, and window streamers.
3. Three kinds of traffic builders. One was an Otto Graham football worth \$4.95, available to a child for \$1.95 when accompanied by an adult. Second was a 28-page giveaway tabloid "Otto Graham Football Digest" with sports writers' and professional coaches' by-lines, and commentary by Otto concerning each team, rookies, and over-all prospects for the season. The third was a football contest in



FELLER FANS. Fresh on his new job with Motorola, Bob Feller signs autographs during a tour of the production department. He'll sign many more when he gets out on the road where Otto Graham (below), famed Cleveland Brown, has penned an estimated 20,000 during recent 42-city tour.

which customers pitted their skills against the experts in forecasting the outcome of games. Entry blanks were available at Motorola dealers. Merchandise prizes were given weekly by sponsoring retailers.

4. Business paper advertising of the promotion.

5. Local, factory-paid newspaper advertising. Tie-in dealer advertising.

6. Most important, personal appearances by Graham in communities.

Many distributors "packaged" the promotion for retailers. With the

purchase of X number of Motorola TVs and radios, there would be a specified amount of advertising, display materials, footballs, digests, entry blanks and merchandise prizes, and in some cases a personal appearance by Otto in town, or in the store.

The promotion built store traffic. Some 70,000 footballs were sold. TV merchandise moved, too. One retailer, Harry Price, president of Price's, Norfolk, Va., and the 1955 Brand Names Retailer of the Year, says, "We sold 270 Motorola television

sets during our seven-week Otto Graham promotion. We also moved as many footballs and passed out some 3,000 Pro Football Digests. Otto was terrific. In addition to exciting our own salesmen his personal appearance created a tremendous amount of good will for our company."

East End Radio Shop, Inc., Charleston, W. Va., says: "The kids who jammed the store for an autograph from Otto broke the front window, but people were still coming in three days later to get a football. I figure a lot of those people will remember where we are when they go shopping for a stove or a TV set in the future."

Bruse Isaacs of City Electric Co., Motorola distributor in Binghamton, N. Y., writes: "This is a football-crazy town. When Graham was here they paraded him downtown with the school bands and a fire engine. You'd have thought it was Lindbergh. Motorola's business in Binghamton was up 10% this year, fourth quarter. Some other manufacturers' outlets were 'crying.' "

Meanwhile, back at the factory, Motorola officials were as excited about the public service benefits as about sales. "Thank you" letters were coming in from hospitals, orphanages and schools Otto Graham had visited. Requests for his appearance as guest speaker were multiplying from Quarterback Clubs, sales and advertising clubs, service organizations and welfare agencies.

Otto Graham had scored for himself and Motorola not only as a handsome athletic hero, but as an entertaining speaker and a high-type, clean-living, intelligent ambassador of good will.

## *in the new look CINCINNATI TIMES-STAR*

Select any issue of the Cincinnati Times-Star. Scan the pages through the interesting sections, note its features, local and national news coverage, its reproduction of plates and advertising copy.

You'll recognize the NEW LOOK of the afternoon newspaper that creates sales by penetrating the market.

### HURLETRON controls SPOT color . . . . .

Hurletron accurately keeps color registry to a plus or minus 0.005", and all through the use of 380 Electronic Tubes, 72 Push Button Switches, and 4 miles of wires.

*The Cincinnati Times-Star is Today's Bold Leader in The Afternoon Field.*

**FIRST in ABC City Zone Circulation . . . now 130,919**

**FIRST in ABC Zone gains...up 2,919 . . . nearly 3 to 1 over our competitor in the BIG Evening Field.**

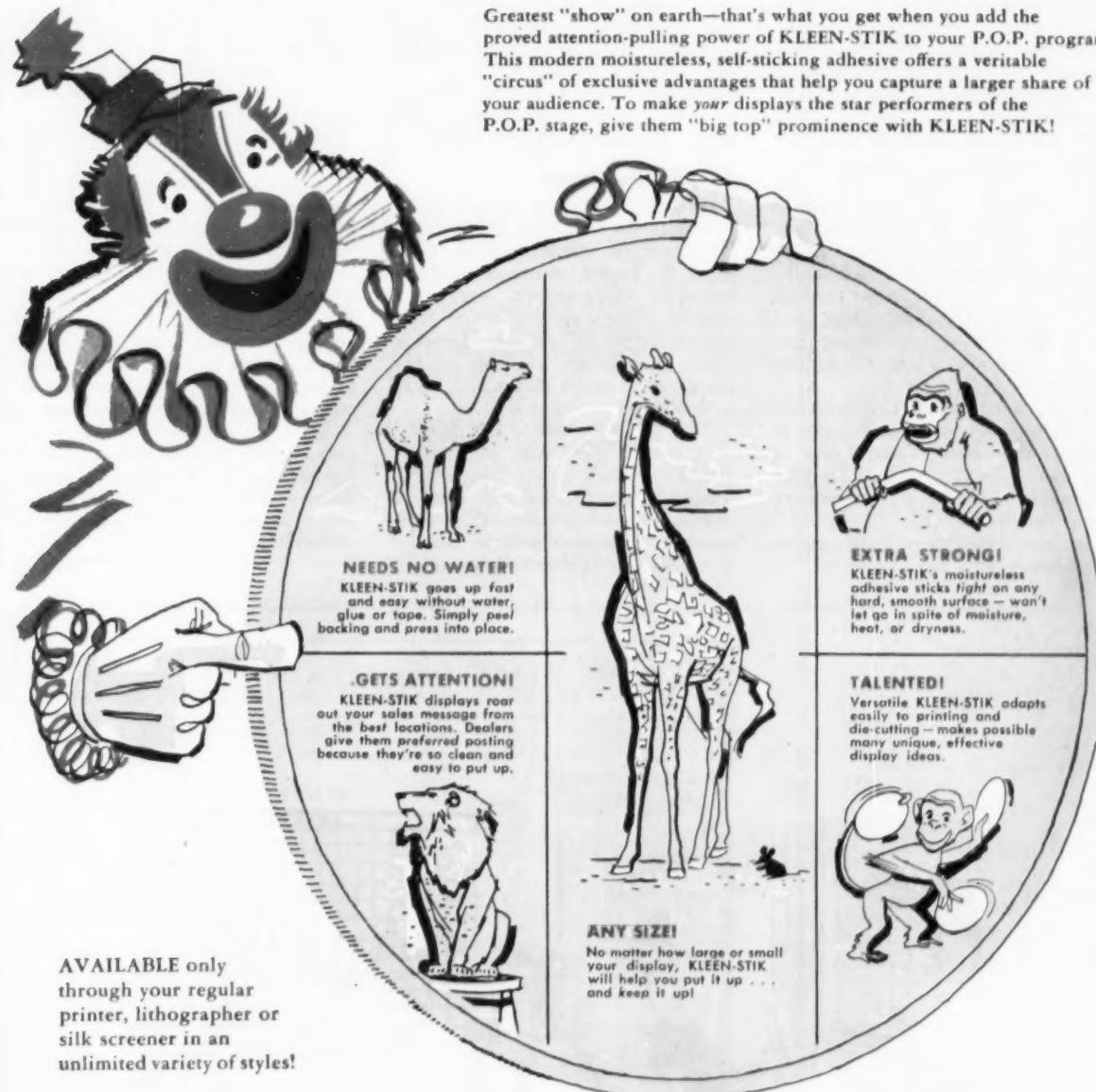
GREATER CINCINNATI

*Times-Star*



THROWING for Motorola now, Otto Graham (left) and Bob Feller are firm's consultants on youth activities.

# KLEEN-STIK® puts your P.O.P. in the Center Ring of Selling!



**KLEEN-STIK Products, Inc.**

7300 WEST WILSON AVENUE • CHICAGO 31, ILLINOIS  
Pioneers in Pressure-Sensitives for Advertising and Labeling

See how leading advertisers are using  
KLEEN-STIK — write for our free  
"Idea-of-the-Month" Club service!

During the football season Otto visited some 42 cities on his tour. A typical day would find him arriving mid-morning by air from Cleveland, with press, radio and TV waiting for photographs and interviews. He talked football—not Motorola.

With a police escort he would head for a hospital to visit the childrens' ward where he gave out footballs and autographs, or to an assembly meeting of grade schoolers for a talk on sportsmanship.

At noon there might be a father-and-son luncheon of Motorola retailers, or a speech to a luncheon club such as Kiwanis or Cosmopolitans.

Mid-afternoon, he would keep advertised appointment at key department stores and suppliers' dealers. By 4 p.m., he would be at the football field of a high school or college, giving quarterbacking and passing tips to the squad, plus a pep talk on fair play and clean living.

There were usually live guest appearances on newscasts sandwiched in around the dinner hour, plus a "coaches' clinic" sponsored by the Motorola distributor somewhere along the line.

In many cases there were evening appearances and invariably the 10

o'clock news and sports TV shows. With luck, Otto was either in bed by 11, or on a flight headed for the next stopover on his itinerary.

Motorola's public relations staff handled the tour, and accompanied Otto. According to Allen Center, Otto made 61 scheduled speeches, was interviewed at least 126 times, averaged 12½ hours of work per day, traveled 24,000 miles by air, autographed almost 20,000 footballs or photographs, and shook hands with a minimum of 42,000 children.

#### Graham Re-Signed

Graham has been re-signed by Motorola for 1957, in the role of consultant on youth activities. Edward R. Taylor, consumer products executive vice-president, says that whether there's another sports sales promotion this fall or not, Motorola wants to make him available for appearances at sports clinics and other gatherings of youngsters.

Now in the baseball season, Motorola's newest good will ambassador, Bob Feller, will go on tour to help Motorola distributors and retailers develop youth baseball in their communities. His name will be used on a companion TV-radio promotion.

There are some added elements in the program surrounding Feller. As Dave Kutner puts it, "Every large organization would like to be able to be a philanthropist and a profitable enterprise at the same time. With the Bob Feller phase in our youth activities program, we've found a way."

The "philanthropy" involves a baseball, made by Wilson, bearing Feller's name, and having the standards of those used in regulation youth baseball leagues.

Motorola has purchased from Wilson some half million of these balls. McCormick remarks, "We may now own more baseballs than Wilson." The ball ordinarily sells for \$2.50 but, at no profit to Motorola, its distributors or dealers, the ball will be offered as a store traffic item for \$1.49. With each ball sold, 25 cents goes to the Youth League of the customer's choice in the customer's community. Contributions are made in collection cans at point-of-purchase.

With 500,000 baseballs, that means cash support of \$125,000 for Youth Leagues locally. To Motorola it also means 500,000 people in store traffic, and it is satisfied it will get its share of resulting sales.

The End



"Let's shake them up in the morning by turning the chart upside down!"

# **104 leading advertisers tie-in with Yellow Pages emblem promotion!**

The Yellow Pages emblem will be displayed by 104 leading advertisers in their April ads appearing in *Better Homes and Gardens*, *Life* and *Saturday Evening Post*. It's part of a continuing Yellow Pages emblem promotion. In these same magazines, Yellow Pages emblem ads feature names of participating advertisers.

**These 104 advertisers** are among the hundreds who have been using Trade Mark Service in the Yellow Pages to direct prospects to their dealers.

Now, to make their national advertising even more effective they are displaying the Yellow Pages emblem in their ads to guide prospects to their authorized dealers.

**2,000,000 colorful mailing pieces** prepared for participating advertisers, will alert their dealers to the local sales impact of the Yellow Pages emblem.

**Telephone Companies** are promoting the Yellow Pages emblem in their communities: in newspapers, TV and billboards. Retailers too, display the emblem to get more business.



This Better Homes and Gardens spread in April . . . another in the Post, April 6, and a full page in Life, April 1 . . . feature the names of advertisers using the Yellow Pages emblem.

2,000,000 colorful mailing pieces announce the tie-in promotion to dealers of participating firms.

Aero Mayflower Transit Co.  
Airtemp Div. of Chrysler Corp.  
Albertson & Co., Inc.  
Allied Van Lines, Inc.  
Aluminum Company of America  
American Kitchens Div. Avco Mfg. Corp.  
American Radiator &  
Standard Sanitary Corp.  
Armstrong Furnace Co.  
Armstrong Rubber Co.  
Black & Decker Mfg. Co.  
Briggs & Stratton Corp.  
E. L. Bruce Co.  
Bryant Mfg. Co.  
Carter Carburetor Corp.  
Central Mutual Insurance Co.  
Chelsea Products, Inc.  
Choremaster Div.,  
Weber Engineered Products, Inc.  
Congoleum-Nairn, Inc.  
Crane Co.  
DeSoto Div. of Chrysler Corp.  
Delco Appliance Div., General Motors Corp.  
Devon & Raynolds Co., Inc.  
DeWalt, Inc.  
Dictaphone Corp.  
Eagle-Picher Co.  
E. I. du Pont de Nemours & Co.  
Electric Auto-Lite Co.  
Electric Storage Battery Co.  
Eijer Div., Murray Corp. of America  
Emery Industries Inc.  
Employers Mutuals of Wausau  
Evinrude Motors Div.,  
Outboard Marine & Mfg. Co.  
Fedders-Quigan Corp.  
Fibreboard Products Inc.  
Formica Co.  
Frigidaire Div., General Motors Corp.  
General Electric Co.  
Glidden Co.  
Gould-National Batteries, Inc.  
Hardware Mutual Casualty Co.  
Hobart Mfg. Co.  
Homelite Corp.  
Hoover Co.  
Hotpoint Co.  
Hunter Douglas Corp.  
International Harvester Co.  
Jacuzzi Bros., Inc.  
Jarmar Shoe Co.  
Johns-Manville Corp.  
Johnson Motors Div.,  
Outboard Marine & Mfg. Co.  
Kentile, Inc.  
Kirsch Co., Inc.  
Lawn-Boy Div., Outboard Marine & Mfg. Co.  
Lenox Industries, Inc.  
Levolor Lorientex, Inc.  
Libbey-Owens-Ford Glass Co.  
Lyon Van & Storage Co.  
Magnavox Co.  
Martin-Senour Co.  
Masonite Corp.  
Minneapolis Honeywell Regulator Co.  
Mitchell Mfg. Co.  
Moto-Mower Co.  
National Chemical & Mfg. Co.  
National Cash Register Co.  
New Castle Products Inc.  
Norge Div., Borg-Warner Corp.  
North American Van Lines, Inc.  
Nunn-Bush Shoe Co.  
Overhead Door Corp.  
Paddoc Pools, Inc.  
Pennzoil Co.  
Plymouth Motor Corp., Div. Chrysler Corp.  
A. H. Pond Co., Inc.  
Radio Corporation of America  
Regina Corp.  
Research Products Corp.  
Revco, Inc.  
Reznor Mfg. Co.  
George D. Roper Corp.  
Rock of Ages Corp.  
Ruberoid Co.  
Scott-Atwater Mfg. Co.  
Smith, A. O. Corp.  
Sta-Nu Corp.  
Standard Dry Wall Products, Inc.  
Studebaker-Packard Corp.  
Surface Combustion Corp.  
Tonomaster Mfg. Co.  
Toro Mfg. Corp.  
Underwood Corp.  
Union Oil Co.  
United Van Lines, Inc.  
U. S. Rubber Co.  
Uvalde Rock Asphalt Co.  
Victor Adding Machine Co.  
Webcor Inc.  
Western Tool and Stamping Co.  
Westinghouse Electric Corp.  
Whirlpool-Seeger Corp.  
Willard Storage Battery Co.  
Worthington Corp.  
York Corp.  
Zenith Radio Corp.

## **EXECUTIVE SHIFTS IN THE SALES WORLD**

### **Benrus Watch Co. . . .**

Frank Krause to manager, premium sales.

### **Birdsboro Steel Foundry & Machine Co. . . .**

Bertram A. Kline to assistant v-p and sales manager.

### **The Carey Salt Co. . . .**

Robert Q. Hammer to general sales manager.

### **Celluplastic Corp. . . .**

J. D. Proctor, general sales manager has been elected a v-p.

### **The Coca-Cola Bottling Co. of Ohio . . .**

John C. Brown was elected president and a director.

### **The Electric Auto-Lite Co. . . .**

Richard D. Kelly to director, equipment battery sales.

### **The Flintkote Co. . . .**

W. Leon Harper to manager, sales, Industrial Products and Tile-Tex Divisions.

### **General Foods Corp. . . .**

E. F. Fitzmaurice to national sales manager, Perkins Division.

### **The Greyhound Corp. . . .**

Verne F. Kelley to advertising manager.

### **Harris-Seybold Co. . . .**

C. A. "Cal" Loegren to sales manager.

### **The International Telephone and Telegraph Corp. . . .**

Raymond S. Perry to v-p, marketing.

### **Jarecki Corp. . . .**

William J. Athanson to v-p, sales.

### **Reynolds Metals Co. . . .**

John H. Boyle to appliance and equipment market manager.

### **Royal McBee Corp. . . .**

Arthur A. F. Aschauer to director, promotion, Data Processing Equipment.

### **St. Regis Paper Co. . . .**

Joseph H. Torras to sales manager, Fine Paper Division.

### **Schick Inc. . . .**

Bond Perry to sales promotion manager.

### **Studebaker-Packard Corp. . . .**

Sydney A. Skillman to v-p and general sales manager.

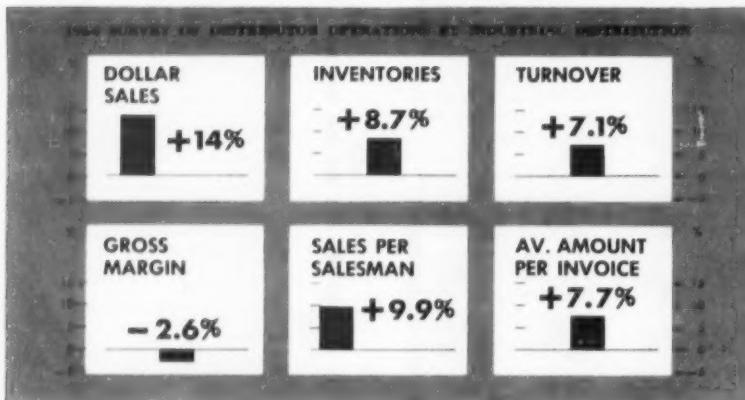
### **United States Rubber Co. . . .**

George R. Vila to v-p and general manager of Naugatuck Chemical Division.

### **Warner Electric Brake & Clutch Co. . . .**

Roger H. Brown to sales manager, Industrial Division.

# **Industrial Distributors hit record \$4.5 billion sales!**



Are you getting *more sales volume* from your industrial distributors?

Do you have *enough distributors* on the job?

Need *top distributors* in any key areas?

Are you using the *right kinds* of distributors?

Getting *enough time* from distributors' salesmen?

Are distributors' salesmen *really steamed up* about your product?

Do you have a real "*two-fisted*" *distributor program*?

Do your distributors and their people *really know* you?

Are you in *regular communication* with your distributors?

Why not review your entire distributor operation with us as soon as possible. No obligation. Nobody knows industrial distributors like . . .

# **Industrial Distribution**

A McGRAW-HILL PUBLICATION (ABC-ABP) 330 W. 42d ST., NEW YORK 36, N.Y.



**KNIGHT TIME.** Currently wassailing from town to town is Pabst's Copper Knight, a mail-clad ambassador for Old Tankard Ale. (See Page 78.)

# Tips on Making Photos That Help Salesmen to Save 10,000 Words

**Tools for Selling**

Photographs are a widely, but often misunderstood, sales tool. Here are case histories of ways photo-conscious top managements organize to get most from their sales photos.

Today, some time before the Old Charter clock in Schenley's visualization room reaches five, photograph number 10,000 will have been issued by the firm's 2½ year old photograph studio. There will be a strange thing about this photo—strange, that is, to anyone who knows the liquor industry legend regarding Lewis Solon Rosenstiel, chairman, Schenley Industries, Inc.

So interested is Rosenstiel in the proverbial last detail that he flies 50,000 miles a year on commercial airlines and in Schenley's DC3, "Spirit of Elegance," to make himself available to his 8,000 employees in 33 widely scattered plants, plus sales offices and most importantly, to the trade.

Wherever Rosenstiel goes he keeps an eye on the detail of his far-flung operations. For example, when he can get away for a little relaxation on his 85-foot yacht, "Holiday," he is likely to receive daily reports, via his ship-to-shore radio telephone, on each case sold in each of Schenley's five divisions. And when the "Holiday" is in port at Miami, Chairman Rosenstiel always can be found at his Miami offices, available by Teletype and telephone, and in person.

Accused of never getting out from under business details, Rosenstiel replies "I like it that way. I like people and problems."

Rosenstiel has a never failing interest in the sales aids and packaging materials that help Schenley sell more than \$400 million worth of alcoholic beverages a year. In Schenley's visualization room for instance, a visitor is likely to see many non-liquor display pieces. Reason: Schenley's chairman has educated his associates to look to other fields for ideas that can be put to work to make a profit for his firm.

Photo number 10,000—whether it solicits salesmen's response to a pro-

posed sign or informs them of a packaging change—will be placed in the salesman's hands at the same time as it reaches Rosenstiel's. It is Schenley policy to send out photos of displays or packages to salesmen two and one-half to three months before the materials or packages are issued.

As you watch the photographer snapping a new bottle you see him remove the bottle and re-expose his plate under different lighting to bring out the curtained background. With a pencil, he punches holes in a piece of cardboard and substitutes it for the curtains. A light is placed behind to shine through the holes and the last exposure is made through a tea strainer. The result: a background bespangled with stars. A slip at any stage could have ruined the picture.

Rosenstiel's theory: Let the marketing men study and restudy their promotional tools and get them as nearly perfect and useful as possible. But once they fill out a specification sheet that such an item is to be photographed in such a setting and copies are to go to the categories indicated, the expert photographers hired for the purpose should be given their head. Seymour David Hesse, vice-president and director, Schenley Industries, Inc., puts it this way, "If you ever see a picture of a Schenley executive studying a photo he has been artificially posed. Our success with photos as sales tools springs not from bringing our influence to bear on each photo's production but from taking pains to keep the studio in the forefront in talent and equipment."

Here is a summary of the experience of Schenley and several other firms in setting up and maintaining such an operation:

"Schenley's photographic activity is successful," a Schenley executive declares. It is (1) a time-saver; (2) accepted by the executives; (3) staffed by personnel with imagination, new

ideas and initiative; and is (4) operated to meet fully the special needs for which it was established.

**(1) Time saving.** Schenley hires work through numerous independent studios. The Schenley studio is set up to handle certain kinds of work where in-the-same-building with Schenley sales promotion people is desirable.

In addition to wages of five full time employees and cost of materials obtained at a quantity discount Schenley pro rates among brand managers using the studio the rent and other indirect outlays involved in its 125'x20' suite known familiarly as the viz, for visualization, room.

For photographic and reference purposes the viz room stocks a complete collection of products and packages made, exported, imported and sold by Schenley's various divisions. Besides a full line of current promotion pieces and a selection of "classic" Schenley merchandising materials, the viz room also stocks sales promotion samples from other fields. Some of these are obtained through the collecting talents of Schenley's field representatives.

Four store windows and partial interiors of a cocktail lounge and package store provide backgrounds for photos of new products and campaign materials. In addition, these realistic settings are workshops for planning sales promotion experiments. By color photography new sales aids are swiftly and economically announced to salesmen and distributors or pictures of promotion materials under consideration can be sent to field personnel for their evaluation. Valuable suggestions can thus be obtained while a print job is still in the paste-up stage. Wasteful press runs and heavy postage outlays for sending out sample sales aids are sidestepped by mailing of photos.

When a new package or sales tool goes into production, black and white

glossy prints from the Eastman Kodak Ektachrome transparencies are distributed to trade and consumer press.

**(2) Executive acceptance.** Probably the most important factor in the success of the photographic department is management recognition of the usefulness of photos as sales tools. Samuel Glickstein, president, Marblette Corp., Long Island City, N. Y., is now in the midst of his most ambitious photography project to date. In conjunction with MacLean Advertising Agency, Marblette is preparing an "all-inclusive" manual for salesmen's use. Single photos and picture sequences are being worked up to illustrate the many applications of the firm's Maraset epoxy and Marblette phenolic resins in various industrial fields.

It is the thoroughness of this project that represents a new step for Marblette's long photo-conscious management. Almost invariably when a new

product or technique is developed, Glickstein has pictures taken as soon as possible to demonstrate variety of application. Besides use by salesmen calling on similar accounts, these photos serve to illustrate advertisements that give a hitchhike to customer firms. Currently such an ad features the beach balls of Seamless Rubber Co. while demonstrating a new group of protective surface resins. Another such dual promotional and advertising role has been played by a picture illustrating the current boom in swimming pools. It highlights use of Maraset resins by W. R. Chance and Associates in manufacture of extra large plastic pool sections.

Marblette is among the many firms preferring to use free lance work instead of operating their own studio. Such top industrial photographers as Dan Weiner are sent on long field trips to photograph processes in customer plants. The company's own representatives are also enlisted to get copies of customers' own photographs.

After assembling these photos, and making a selection, each representative will be equipped with glossy prints. Glickstein's sentiment is that the sales appeal of glossies outweighs that of reproductions from cuts. Although a binder has not yet been decided upon, it will be loose-leaf, so that pictures and text can keep pace with new developments. Salesmen will also be able to regroup material according to the interests of particular prospects.

**(3) Creativity.** Often the imagina-

tion and initiative that a company's photo operation should display is obtained by turning salesmen into part-time photographers. Philip J. Kelly, vice-president in charge of marketing, Calvert Distillers Co. specifies three ways Calvert-Carstairs salesmen can use the cameras.

- a) As a service to customers, where such gestures are legal.
- b) Covering new accounts
- c) Demonstrating displays and promotions

Under the heading of serving customers by serving *their* customers, Kelly suggests snapping bar patrons with a bottle at hand and giving the one-minute Polaroid print to the operator to post on a notice board under some such label as "Patrons of Distinction." But he warns, "Don't insist on snapping pictures of people who don't want to be photographed. They may have *very* good reasons for not wanting their pictures taken."

On a first call, Kelly recommends that the salesman leave his camera in the car: "You get more out of a picture by going back to your car to get the camera. It looks more like a special service and is appreciated as such."

In the interest of making a lasting impression, Calvert salesmen are told that they need not concentrate on product shots but should look around for something the retailer prizes. One package store operator became a salesman's bosom pal after his pet cat was photographed. Another approach is to explain to the licensee that the salesman wants to show the New York



## NO COMPETITION

No other competitive ads are run with yours. Your commercial message is one of only four. USE . . .

## THEATRE SCREEN ADVERTISING



1032 Carondelet Street  
New Orleans, La.



**THE ADVERTISING CENTER**, scheduled to open in New York on May 20, will feature sales promotion material of all descriptions on permanent display. Center will be sectionalized so that visitor can readily find exhibits in which he has a particular interest. See "Sales Promotion Idea File," page 70.

headquarters what a fine place he has. "When you put up a top-notch floor, window or shelf display," he tells salesmen, "you can always think of several other stores where you would like to see the same display. A picture of a successful installation will be a great help in merchandising the promotion materials elsewhere."

Carstairs Div. turns the lens on its representatives and has head shots of them printed to resemble postage stamps. These are affixed to letters and mailings to link up these interim contacts with the salesman's calls.

**(4) Special needs.** A record for expansion through use of photography is claimed by the New England Telephone & Telegraph Co. "Yellow Pages" sales volume in its Boston and vicinity book has jumped 1,200% since five Polaroid Land cameras were made available to salesmen almost 10 years ago. The major increase has come in display advertising.

Whether cameramen are full time, part time or commercial photographers, some form of centralized control over their operations is recommended by Fitz H. Lee, head of the photo department of Kraft Foods Co. This achieves:

A central file of pictures and negatives

A central file of photographic know-how

More uniform and better results

Fewer supervisory personnel involved

More economical procurement of materials and services

For captioning publicity photos Lee has experimented with a variety of reproduction methods. All but one of these proved unsatisfactory by reason of a time-consuming separate operation. Kraft's system now is to make 8"x10" prints on 10"x12" photographic paper. This leaves a 4"x10" margin. Proportional-spacing typewriters prepare captions to fit this area. Kodalith film is used to photograph the words and the resulting negative is positioned alongside the picture negative in an appropriate two-hole mask. They are then printed simultaneously.

As the prints are taken from the dryer a girl inserts them in a steel frame, passes a glass cutter between picture and caption and folds back the latter along the resultant scoring. The neat, attractive product can be mailed in an 8"x10" envelope.

Among sales tools that begin with photographs and end in what is considered a more economical form are the booklet collections of merchandising ideas that Libby, McNeill &

Libby distributes to food stores. "Clicked by our salesmen from coast to coast," the photographs are reproduced in a fine (133) screen on high-gloss stock.

Dorsey Trailer Co., Elba, Ala., employs an A. B. Dick model 350 duplicator for producing up to 1,000 high quality photo copies at less than one cent each. Cecil Ambrous, sales promotion manager, reports that salesmen find these far more effective than verbal accounts of "who else has a Dorsey." Representatives receive five to 10 pictures of new trailers weekly.

Two words of caution on photog-

raphy as a sales tool come from a user and a supplier. "Don't forget you are salesmen, not photographers," Philip Kelly tells Calvert representatives. Even the Eastman Kodak Co. would not claim that a photograph is always a sales essential. In its Distillation Products Industries Division, Kodak's salesmen carry no photos and need no briefcases, according to Frank Dowe who heads the firm's New York Metropolitan sales of vitamins A and E. "It's wise to remember you're selling a service as much as a product," says Dowe.

The End



#### it's a case of good salesmanship

Any way you look at it—those "critical few" actual selling minutes you spend with each prospect are the ones that make or break the sale. Our much-sought-after ORGANIZER bags—designed for your own particular use—take full advantage of every sales call. Look to the Ellis ORGANIZER line of top quality leather sales and presentation cases for more effective selling during those critical minutes that count. Save up to half. Buy direct from the maker. Write today for Brochures.

**CHELLIS COMPANY, INC.**

Dept. SM-457, 134 So. Pennsylvania, Indianapolis, Ind.

a few of  
the "Blue Chip"  
American  
firms we serve

Abbott Laboratories  
Armstrong Cork Co.  
Colgate-Palmolive Co.  
Continental Oil Co.  
Eli Lilly & Co.  
Firestone Tire &  
Rubber Co.  
Ford Motor Co.  
General Mills, Inc.  
International Cellu-  
sotton Products Co.  
Morton Salt Co.  
W. K. Kellogg Co.  
Kraft Foods Co.  
Wm. S. Merrill Co.  
Purina Davis Co.  
Pillsbury Co.  
Pitman-Moore Co.  
Pontiac Motor Div.  
G. M.  
Quaker Oats Co.  
Standard Oil of  
Indiana  
Stekely Foods  
The UsJohn Co.  
Wm. F. Wrigley Co.  
and many others

# FREE! Catalogue of FLASH BULLETINS

Ad execs, sales execs, organization secy's! If you use form letters in quantities from 25 copies to 100,000, you'll want to see these clever, 4-color, preprinted, 8½x11 forms that start your message off with a bang; command attention; get greater results! 64 products of top copy and art talent! Used consistently by blue-chip firms throughout the land.



Send now! No obligation. Use company stationery and give your name and position, please.

 NATIONAL CREATIVE SALES INC.  
18 E. 48th ST., NEW YORK 17, N.Y.  
Phone Eldorado 5-0025

## A Special Vocabulary



One of the hottest of all rods inspired this tie-in by Henry Bach Associates for men's coats by client Goodstein Bros. Actual coat lining fabric was used for the cover. In our lingo, as unique as that of the auto-phile, this is a horizontal double wing multo easel binder. Whatever your vocabulary of requirements, we can translate needs into effective sales presentations and catalogs. For translation call or write Dept. SM-4

**SLOVES**  
MECHANICAL BINDING CO. INC.  
601 W. 26th ST., NEW YORK 1, AL 5-2552

Mail Promotion

BY JANET GIBBS  
*Sales Promotion and Direct Mail Counsel*

## Point-of-Purchase Push

Great growth in the number of self-service stores selling all kinds of products, and the recognition that sales are often lost, not made, at the retail level, have given increased importance to point-of-purchase direct advertising.

Direct advertising plays an important part in almost any selling campaign—and its use in the many steps that lead up to the final point-of-purchase by Mr. or Mrs. Consumer can do a great deal to hypo sales. Its prime purpose here is to *inform*.

You may manufacture a product to be sold to a converter. Or you may sell to a wholesaler, dealer, retailer, or the consumer. In all these situations the same basic "copy" philosophy applies. For the end target of all your advertising is always the consumer—and regardless of the outlet you sell, or through which you sell, it's important to keep that outlet informed about the competitive advantages of your product and the consumer benefits, including instructions for proper use to insure greatest customer satisfaction.

**IT ISN'T HARD TO UNDERSTAND** why a high percentage of sales are lost at point-of-purchase. Probably you've asked a salesman or sales clerk a specific question about a product, only to be met with a lack of interest and a lack of knowledge. The two seem to go together. It's the well-informed salesman who makes more sales—the well-informed customer who usually is a satisfied customer.

Direct advertising, whether you mail it or distribute it over the counter, offers unlimited opportunity to present your sales story in a thousand different ways. Just be sure your copy is simple, easy to understand . . . write words that *sell*. Stress consumer benefits—build your sales story around his interests, not yours. Let us take a quick look at just a few examples:

**CELANESE CORPORATION OF AMERICA** does a fine and complete job with dealer, converter and retail sales aids. Some of its printed folders are especially effective in *informing* everyone, all down the selling line, about what the company makes, the product advantages, and how it should be handled for best results. One example—a folder on Celanese Celaperm. Format is simple, questions are asked and clear answers given. Here are the questions:

What is Celaperm? Is Celaperm *sunfast*? How about *gas fading*? How do Celaperm colors stand up in the *wash*? What about *dry cleaning*? How does Celaperm react to *salt water* . . . perspiration? Are any of the virtues and advantages of Celanese acetate lost in Celaperm?

These are questions a converter would ask. This is the information a retail sales clerk should have. And this is what the consumer wants to know. All the copy is directed toward the interests of the consumer at the final point-of-purchase and all of it will help to sell the converter and help him to sell more to the retailer.

**UNDERWOOD TYPEWRITER COMPANY** uses reprints of national advertisements, imprinted with special-benefit copy slanted to the interests of its distributors, to keep them informed about the company's advertising program designed to support the dealers' sales efforts. Underwood uses the same reprint for the consumer, developed as a take-home piece of direct advertising, imprinted with a message pinpointed to the consumer's interests.

Reprints of national ads are fine—but often the copy has to be quite general. This is where direct advertising steps into the breach and gives you the advantage of the personal sales approach technique, geared to the interests and needs of your prospects.

**POINT-OF-PURCHASE DISPLAYS** take many forms. I liked one that reached me the other day . . . a three-dimensional reproduction of the Reynolds Wrap Pure Aluminum Foil box. Ingeniously designed to take up little space on a retailer's shelf, with a pressure-sensitive backing that makes it easy to use, this is an idea which can be adapted for any manufacturer who sells through retail outlets. You probably can get a sample from Kleen-Stik Products, Inc., 7300 W. Wilson Ave., Chicago. In fact, ask to be put on the mailing list to receive the free "Idea-of-the-Month" service. The ideas are good and so is the whole direct mail program.

**RUBBER FABRICS COMPANY** (New York) did an interesting sampling promotion on a new fabric. Geared to the interests of converters, the two-page letter was printed right on the cloth side of the fabric itself. Headlined "Your brassiere designer will love the 'feel' of the *other side* of this letter," it went on to talk about the sample of a new "non-skid" fabric to produce bras that will not wilt or roll up under the cups.

Important consumer selling points—and instructions for care—are carefully passed on to the consumer through the device of informative labeling, tags or folders delivered with the product itself.

**RETAIL STORE CONTESTS** play an important part in point-of-purchase displays. Usually this type of contest is designed to sell more goods, to introduce a new store outlet or promote a new department or service, to sell slow-moving or overstocked items or to increase traffic. It may be directed only to consumers or only to salespeople, or it can include both.

In a recent issue of "Envelope Economies," published by Tension Envelope Corp., 19th and Campbell Sts., Kansas City, Mo., the subject of contests was discussed in some detail. If you've never run a contest, you'll find much helpful information in this booklet.

Envelope Economies is part of a consistent direct advertising program which brings much helpful how-to information about direct mail. Any businessman can use it, and it's free!

Included is news of a Tension Envelope. You're asked to describe in 50 words or less "the most interesting envelope I ever saw." The entry blank is unusual. It's an all-in-one piece which outlines the contest details, pictures the prizes, lists the official rules and provides space for your entry, then it folds up into a self-mailing envelope.

want  
"Stick-to-it-ive"  
salesmen?  
put on this  
**PREPARED  
SALES  
MEETING**



title:

**'Close Isn't Closed'**

Here, in one package, is everything you need to stage a hard-hitting sales meeting—at small cost and with extremely little preparation. Dramatic film highlights create deep, lasting impressions of successful selling methods. Used by leading companies the nation over. Effective for any type of business.

**ALL FOR JUST \$22.50**

**COMPLETE TEXT** — for step by step guidance. Contains instructions, remarks which you may read or improvise upon, questionnaires that reveal individual selling weaknesses, sales problems to stimulate discussion, summarized highlights and send-home follow-up material.

**STRIPFILM** — proves, with realistic situations, how closing starts at the very beginning of the interview. Illustrates how it's possible to ask for the order again and again — sticking until it's signed.

**SOUND RECORDING** — narration by Harlow Wilcox puts the message across clearly, forcefully, convincingly.

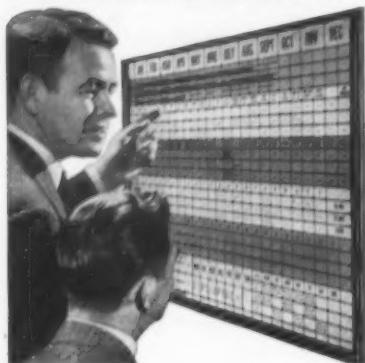
**ORDER NOW**

Send us your check for \$22.50 now and save shipping costs (or we can bill you if you prefer). If material does not meet your need you may return it and pay only the small service charge of \$10.00 to cover the cost of handling, plus postage both ways.

**BETTER SELLING  
BUREAU**

6106 Santa Monica Boulevard  
Los Angeles 38, California

## You Get Things Done With Boardmaster Visual Control



- ★ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ★ Facts at a glance—Saves Time, Saves Money, Prevents Errors
- ★ Simple to operate—Type or Write on Cards, Snap in Grooves
- ★ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ★ Made of Metal. Compact and Attractive. Over 100,000 in Use.

Complete price **\$49<sup>50</sup>** including cards

**FREE**

24-PAGE BOOKLET NO. S-400  
Without Obligation

Write for Your Copy Today

**GRAPHIC SYSTEMS**

55 West 42nd Street • New York 36, N.Y.

### HOW MUCH ARE YOU OVER PAYING FOR GLOSSY PRINTS ?

Look at these low,  
low prices!

Quantity	5 x 7	8 x 10
25	\$2.75	\$4.00
50	4.50	6.00
100	8.00	9.50
250	17.50	22.50
500	30.00	42.50
1000	55.00	75.00

Ideal prints for all purposes!

For complete price list, Write to—

Dept. SM

**THE PHOTOMATIC CO.**

59 E. Illinois St., Chicago 11, Ill.

Phone WHitehall 4-2930

### Sales Promotion Idea File

By LARRY SCHWARTZ

Mktg. Consultant and President,  
Wexton Advertising Agency

## Sales Promotion Idea Center Created at Readers' Suggestion

You did it! Inspired by the suggestion of a number of readers of this column, and encouraged by the thousands of letters that have been received, I got together with other people in the advertising and sales fields and raised \$100,000 to found a permanent exhibition center in New York. It's called The Advertising Center, and it's opening May 20 in 4,000 square feet on the ground floor of the Young & Rubicam Building, 285 Madison Ave.

Over 600 suppliers of sales-building services and products ranging from selling aids to point-of-purchase displays, from sales training materials to premiums, direct mail and advertising specialties, will have permanent displays in this ultramodern center. In all, 20 categories, covering all possible needs of the sales, advertising, promotion and marketing executive, will be exhibited. Unlike trade shows, where unrelated exhibits are often side by side, the center will group related exhibits together, somewhat like the Classified Telephone Directory, for the convenience of visitors.

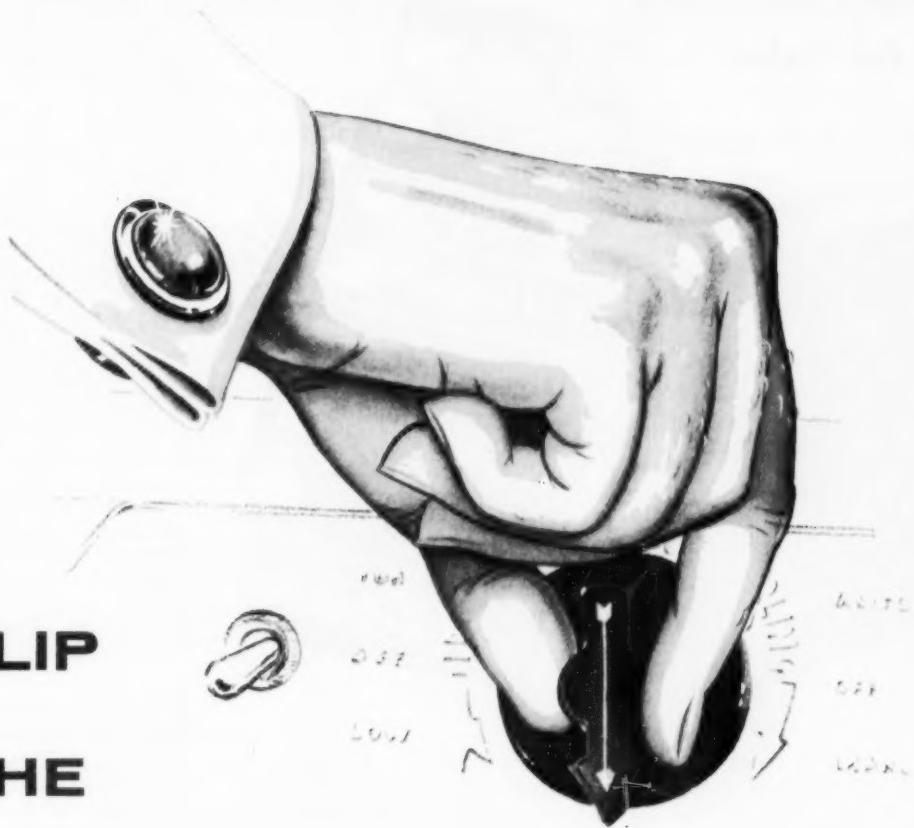
Admission to the center is free. Exhibitors, who will be able to change their exhibits as often as they wish, assuring a constant stream of new materials and ideas, pay a total monthly charge of \$15 per unit of exhibit space. In addition, the center will set up special-interest displays throughout the year at its own expense. In May and June, Christmas promotion ideas will be exhibited, for example. Other special-interest displays will include visual case histories of successful sales, advertising and marketing campaigns, executive gifts, displays of the winners of many trade

association competitions, such as the National Visual Presentation Association, the Direct Mail Advertising Association, Associated Business Publications.

If your company has produced a particularly successful campaign that you don't mind sharing with others, we'd like to consider exhibiting all the materials you used. We'll go so far as to allow you to build a real gas station on the main floor of the center, if you produced a successful point-of-purchase program for gas stations (the ceiling of the main floor of the center is 22 feet high), and install projectors to show sales-training materials, TV commercials, etc. The center retains a professional publicity firm which will help you to publicize this special display. If you have any ideas for a special display built around your company, write to me at the center.

Other features of the center include literature racks beneath each exhibit, trained attendants, a conference-classroom seating 50, an information exchange service for advertisers who are looking for tie-ins, electronic processing of inquiries for referral to exhibitors, a library and a bookstore. No sales personnel of exhibitors will be permitted to sell at the center, but a battery of telephones will be provided for visitors who wish to contact exhibitors at once. Visitors also are requested to check on a Directory Card the types of products they are planning to buy, as well as any exhibits they want more information about. These inquiries are referred to exhibitors within 24 hours.

The center is equipped to help executives in every part of the country, without charge, when they are



**FLIP  
THE**

## **SWITCH TO SUCCESS!**

Many salesmen have "let the big one get away" because of their appearance. Don't let this hot, humid weather make you or your salesmen look "under the weather." Ride with A.R.A. and walk in with that refreshed, confident appearance.

A.R.A., the largest independent manufacturer of automobile air conditioners, offers you five models to insure you of a "closing sale" appearance. Your A.R.A. air conditioner is developed and manufactured by the ablest engineers in the industry.

Regardless of the model you choose, a "flip of the switch" fills your car with cool, refreshing, dehumidified air. Along with this invigorating, crisp air, you can be sure of trouble-free operation for years. A.R.A. has been in the automotive air conditioning business longer than any other manufacturer — the first manufacturer to bring out a unit movable from one car to another. Liberal warranty on all units.

*See your nearest dealer today for five great ways to ride cool*

**A.R.A.**  
MANUFACTURING COMPANY  
3301 HAMILTON • FORT WORTH, TEXAS

**RELAX...  
RIDE COOL  
WITH A.R.A.**

## Your Checklist for Sales...



TAKE advantage of all marketing essentials and your program becomes more effective than ever before. One essential often overlooked is the loose-leaf system of cataloging, perfected by Heinn. With Heinn Loose-Leaf Binders and Colorific Indexes, your salesmen and customers have quick access to current facts about products, prices and sales policies. Orders come faster and your salesmen make more calls per day. Your total sales volume rises.

Hundreds of America's leading manufacturers and wholesalers keep placing repeat orders for Heinn Loose-Leaf Binders. They know the value of Heinn products to their own marketing operations. And they accept no substitutes.

*Why should you?*

# HEINN

Copyright 1957, by The Heinn Company, Milwaukee

For all the facts  
about Heinn  
products, send  
a request on  
your letterhead.  
Or clip and mail  
this coupon.

THE HEINN COMPANY, 314 W. Florida St., Milwaukee 4, Wis.  
We are listing quantities of items on which we'd like complete information:

- ..... Salesmen's Catalog Binders
- ..... Dealer Catalog Binders
- ..... Manual Covers (Sales, Service, Parts)
- ..... Price Books
- ..... Colorific Indexes

- Send "Facts at Your Fingertips," Heinn's new booklet for the catalog planner.
- Have your representative call.

Name \_\_\_\_\_

Firm \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

looking for ideas or sources. You may continue to write to me c/o SALES MANAGEMENT, only now I will have the full facilities of the center to help me help you.

### Library for Sales Execs

Many of us have developed a "swipe file" over the years . . . examples of good sales manuals, sales training materials, booklets. When some of the executives of BBDO asked if we could set up a sales promotion library, and offered to contribute their own personal files, it was decided to establish such a library, and to let it grow as interested executives and firms contributed to it.

My own collection of books and materials is the largest contribution received by the center library thus far. If you wish to help make this library a valuable source of reference for you and others, you may send anything from an interesting sales manual to a complete library on selling, sales promotion, advertising, marketing to Henry G. Burger, executive director, The Advertising Center, 285 Madison Ave., New York, N. Y.

### Giant Toys As Premiums And P-O-P Displays

The Point-of-Purchase Advertising Institute holds its annual symposium and exhibit at Palmer House, Chicago, April 10-12, and the National Premium Buyers Exposition will be held at the Navy Pier, same city, April 8-11, so this is a good time to tell you about an unusual item that falls under both categories. It's a whole line of giant-size fiberboard toys — super market, ranch house, jail, igloo, etc. Large enough for children to play in, they come packed in an easy-to-ship carton ready for easy setting up. Carvel, Sylvania and Burry Biscuit are three of the firms that have made multiple use of these ingenious and appealing toys. For free catalog write to Howard L. Kramer, Merchandising Premiums, Inc., 214 W. 42 St., New York 36, N. Y.

- 
- SALES PROMOTION IDEA FILE is a review of sales producing tools and ideas, designed to stimulate the thinking of sales-minded executives. Contributions to this column and questions about sales promotion, marketing or advertising problems should be sent to Larry Schwartz, c/o SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.
-

# How to get more of your salesmen to think for themselves

Research Institute's new method for developing in salesmen the desirable qualities that all top producers have, creates as its first and most lasting effect the ability to think for themselves.

The most oft-encountered comments of sales executives who have enrolled their men in Research Institute Sales Membership refer to this important benefit:

"... stimulates their thinking!"  
"... challenges my men to think out better ways to sell."  
"... makes them think about themselves, their company, their customers, their jobs."  
"... gives salesmen ideas that start them thinking."

This new approach to sales development is different from anything you have ever seen. It is not just a sales training program. It is not a plan designed to replace anything you are doing now. It does not infringe upon the parts of your sales operation that can be performed only by a sales manager. It develops the salesmen in ways that enable them to carry out your own sales program more successfully.

The *Research Institute*, a AAA-1 independent research organization with a \$5,000,000 research budget, provides a practical, tried-and-proved "plus factor" that amplifies the effectiveness of anything your company might already be doing to step up sales.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

## Salesmen like the plan and USE it

This is much more than a sales training program. It develops the salesman—develops the "whole man"—gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

Naturally, it won't make every man a star. Nothing is that good. But, superimposed upon your own training with respect to your product, the *Institute* program employs the power of the "third party" influence to develop the desirable

traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

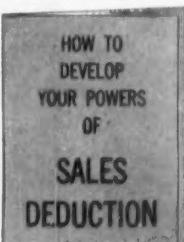
This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

**It's easy to find out whether, in your judgment,  
this plan can be of help to you**

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

**See for yourself; send for the free Sales Analysis that shows the salesman how to develop his powers of sales deduction**



This typical R.I.A. Sales Analysis shows the salesman how to train himself in keen observation and accurate analysis; helps him develop his own ability to arrive at sound solutions. It shows a man how to sharpen his powers of observation and deduction . . . how to spot the little hints that so often provide the key to a sale . . . how to develop his faculties of quick, accurate judgment in actual selling situations. This analysis adapts the case method that Harvard School of Business employs to help executives arrive at better, more realistic conclusions. A copy is yours for the asking.

**A few of the 2,000 companies now profiting by sales membership in Research Institute**

California Spray Chemical Corp. ■ Carpenter Steel Co. ■ Chesapeake & Ohio Railway Co. ■ Crown Cork and Seal Co. ■ The Cryovac Co. ■ Gould-National Batteries, Inc. ■ John Deere Plow Co. ■ Maxwell House Div.—General Foods ■ Minneapolis Honeywell Regulator Co. ■ Morse Twist Drill & Machine Co. ■ Oxford Paper Co. ■ Pillsbury Mills, Inc. ■ Schering Corp. ■ Southern Counties Gas Co. of Calif. ■ Twin Disc Clutch Co. ■ United Shoe Machinery Corp. ■ Valvoline Oil Co. ■ Western Printing & Lithographing



## Research Institute of America

SELLING AND MERCHANDISING DIVISION  
589 Fifth Ave., New York 17, N. Y.  
PLaza 5-8900

Research Institute of America  
Selling and Merchandising Division, Department 29  
589 Fifth Avenue, N. Y. 17, N. Y. • PLaza 5-8900

Please send me the free Sales Analysis, "How to Develop Your Powers of Sales Deduction."

I'd like to hear more about how other companies, with sales forces about the size of ours, use your new approach to improve their own sales programs. (We have [ ] salesmen.)

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_

Zone \_\_\_\_\_ State \_\_\_\_\_

**Never Underestimate**

# The Sales Power of a Hang-Tag

Sales Promotion at Work

GUARANTEED  
WASH MACHINABLE



**Kaynee**  
THIS GARMENT FITS A BOY

WEIGHT: 40-44 LBS.  
HEIGHT: 41-43 IN.  
COMPOSITION: 50% COTTON, 50% POLYESTER  
COMpletely DRAINED ON BACK

WASH  
5

Milium.

INSULATED FABRIC  
for  
All weather Comfort  
and Economy

2

troppezia

3

Retailers tell what's right — and what's wrong — with tags. Tags here among those cited for excellence.



I'm the new  
**G-E ALNICO**  
**MAGNETIC DOOR**

- I close automatically
- I close silently
- I seal more efficiently than ever
- I open at a touch of your toe (on some models)
- I'm permanent . . . with no moving parts to wear out
- And I'm child-safe . . . I can be opened from the inside

LIFE

Wrinkl-SHED  
with DURDEN®

the ultimate in carefree  
wash and wear cottons

an exclusive fabric development

by **DAN RIVER®**

Fabric with texture never lets

4

The No. 1 function of a hang-tag is to provide information.

This is the opinion of department store buyers and merchandisers, reported in a new survey by Herbert Kaufman for Rothchild Printing Co., both of New York.

Of those queried, 50% said the tag is most important as an aid to the purchaser; 37% that it is primarily an aid to the salesperson; 10% that it is chiefly an "aid to the store"—which undoubtedly means to the salesperson.

Among details retailers want in hang tags: instructions for care, listing of fiber content, die-cuts and

original designs, attractive colors and artwork, tie-ins with national advertising, mentions of special fabric treatments, guarantees, trademarks.

Widespread hunger for informative copy is reflected not only in answers to the 15 questions submitted, but also in specific demands for "simple copy," "useful copy," "more information on fiber content," "better washing instructions," and even such negative comments as "less bragging and more information." There were pleas for greater readability, more legible type, less crowding of copy.

How tags are attached is a matter of concern. Some complained that too

loosely attached tags fall off and get lost. One buyer said, "Tags in buttonholes cause difficulties; buttons come off. Tags must be removed and the personnel doesn't put them back on. Then the tags get lost." Another criticism was that there are too many tags on one item, causing confusion and a tangling of tag strings. One respondent suggested that fabric tags be co-ordinated with the make, workmanship and styling of a garment. Another said, "Manufacturer and fabric houses and magazines should get together on specific style for specific hang-tags." Still another said, "Same size tags and die-cuts should be used by



all manufacturers" (which leads to the conclusion that you can't please everybody; some want standardization, others want more originality).

Some answers reflected the current shortage of trained sales personnel and commented on the role the tag can play in aiding the salesperson or in enabling the shopper to serve himself. Examples: A good hang-tag is a silent salesperson . . . tags with proper information help to speed up sales . . . reduce complaints and adjustment, save selling time . . . tags ease consumer self-selection; permit tie-in coordinated sales; aid inexperienced personnel . . . perfect

source for training sales people.

Several questions were phrased to evoke answers citing examples of tags favored for one reason or another. Mentioned in the fabric field were: Acilan, Dacron, Borgana, Bates, Milium (linings). Someone praised the attachment of a sample packet of Woolite (cold-water soap) to the Darlene sweater tag. Another liked the General Electric refrigerator tag bearing the information that the magnetic door is "child-safe."

Moral of the survey: Don't underestimate the importance of the hang-tag as a useful point-of-purchase selling aid.

The End

## Tags on Parade

(All praised by buyers surveyed)

1. Kaynee Co., boys' clothing. Back of tag carries a size guide: "If his height is —"; "If his weight is —"; "he'll wear a Kaynee size—"

2. Deering, Milliken & Co. The third page lists 5 sales points for garments made of Milium, as certified by U. S. Testing Co.

3. S. Augstein & Co., Sacony textiles and apparel. Note high-fashion look of tag for swimsuit. Center spread gives sales points, tells how to put garment on.

4. Fruit of the Loom Corp., textiles. Back of tag features "Sanforized" to capitalize on goodwill enjoyed by the name.

5. Dan River Mills, fabrics. Tags like these are applied to garments made by other manufacturers from Dan River cottons. They tie in with Life advertising.

6. General Electric Co., appliances. Sales copy talks in first person: "I close automatically." "I close silently." "I'm child-safe; I can be opened from the inside."

7. George W. Borg Corp., fabrics. Copy tells how fabric resembles fur, how it is unlike fur. Sample: "Unlike fur: Borgana holds not a whit of attraction for moths."

8. Jantzen, Inc., swimsuits. Back of tag shown. Portion of third and fourth pages perforated so it can be detached for stock control. This tag, for "Mauresque" model, explains design is by Hubert de Givenchy.

9. McGregor-Deniger, sports clothes. Tag built around endorsements of Peter Thompson, British Open champion, and three other sports figures.

10. Heywood-Wakefield Co., furniture. Back of tag is shown. Front of tag stresses versatility of furniture with respect to usage in many rooms.



**MEN'S**  
STORES KNOW  
HOW BEST TO  
SELL BUFFALO'S  
MEN!



**WOMEN'S**  
STORES KNOW  
HOW BEST TO  
SELL BUFFALO'S  
WOMEN!

## BOTH PLACE THEIR GREATEST DAILY LINEAGE in the COURIER-EXPRESS

... and use additional space Sundays  
swelling the lead still further

### 1955 COURIER-EXPRESS

#### WOMEN'S-WEAR STORES

Daily.....	1,634,930 lines
Sunday.....	636,661 lines

#### MEN'S-WEAR STORES

Daily.....	878,222 lines
Sunday.....	126,300 lines

## FOR RESULTS IN BUFFALO

Representatives: Sculano, Meeker & Scott, Pacific Coast; Doyle & Hanley

Use the Morning Courier-Express to get more advertising for your dollar concentrated on those with more dollars to spend.

And the Sunday Courier-Express for maximum coverage in Buffalo's rich 8-county market. It's the state's largest newspaper outside of Manhattan!

ROP COLOR available daily and Sunday.

**BUFFALO COURIER-EXPRESS**

## NEVADA CONFIDENTIAL

Nevada—still America's fastest growing market. In July, 1956, Nevada's population hit 247,000, up an amazing 54 per cent over 1950. And small wonder with the Las Vegas Metropolitan Area (Clark County) now numbering 103,000 persons, up a spectacular 113 per cent over 1950, and the Reno Metropolitan Area (Washoe County), now numbering 72,000 up 44 per cent over 1950. Makes Nevada the nation's most dynamic market—and it's tops for quality, too. Nevada led the 48 in retail sales per family with an average figure of \$5,126. Makes selling and advertising in Nevada a mighty profitable project!

For detailed marketing and statistical analysis of the Nevada market, phone your nearest Western Dailies or John E. Pearson Co. office, or write one of these basic Nevada advertising buys...

### LAS VEGAS

REVIEW-JOURNAL • KOKR-AM  
KLRJ-TV from HENDERSON

### RENO

KOLO-TV • KOLO-AM

### ELY

• TIMES



## NATIONAL VAN LINES, Inc. moves you anywhere!

National Van Lines, Inc., offers direct "one van" service to all 48 states... world-wide plane or "Ocean-Van" service.

Whether it's a house-to-house family or a large-scale company move of personnel, convention exhibits or business equipment, National plans every detail for safety, economy and exact scheduling.

For full details, contact your local NVL agent, or Mark Egan, General Sales Manager, National Van Lines, Inc., National Plaza, Broadview, Illinois.



AMERICA'S PIONEER NATIONWIDE MOVING COMPANY

## NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**How to Write Better Business Letters.** By Earle A. Buckley. Published by McGraw-Hill Book Co., 330 W. 42nd St., New York, N. Y. Price, \$4.

Mr. Buckley has been in the "letter-writing" business most of his life. His book has been a top seller in its field for the past 20 years. (This is the fourth edition.) There are excellent examples of sales letters here, with step-by-step instructions for creating pleasing, result-getting written communications.

**How to Be a Winner in Selling.** By Hugh S. Bell. Published by Prentice-Hall, Inc., Englewood Cliffs, N. J. Price, \$4.95.

The author, who has sold for 30 years and is now general agent for Equitable Life in Seattle, Wash., has put the fruits of his sales experience into this big book. He tells you success is compounded of many things—your attitudes, health, how you attack problems and avoid pitfalls. And he attempts, with some degree of success, to help you put your best foot forward in the quest for personal success.

**My Lifetime Treasury of Selling Secrets.** By Charles B. Roth. Published by Prentice-Hall, Price, \$4.95.

This book, like Mr. Bell's, gives the author's selling—and living—philosophy. Roth was, after his first five years as a salesman, an admitted failure. How he pulled himself up by his bootstraps to become president of his own sales counseling firm and what he learned along the way is the subject of this book. In it he tells what he has learned about selling and the hair's breadth that often separates failure and success.

**Sales Management.** By Harold H. Maynard and James H. Davis. Published by The Ronald Press Co., 15 E. 26th St., New York, N. Y. Price, \$6.75.

This is the third edition of the popular classic, first published 20 years ago. The authors are professors of business organization at The Ohio State University and their book was designed for classroom study. But it would be, because it covers so thoroughly the basics of sales and management, an excellent reference book for any sales executive.

**Dynamic Selling.** By Luther Aubrey Dunn. Published by Vantage Press, Inc., 120 W. 31st St., New York, N. Y. Price, \$2.50.

This book, says the author, is for "the salesman with the sample case." It stresses the positive approach, uses "proven techniques" without going into semantics and emphasizes such things as knowledge of product, methods for combatting ignorance, objections and complaints.

# BBD

BULLETIN



**Philco-Bendix**—a new and important name in the home-laundry field—makes its debut in this eye-opening four-color spread for the Duomatic washer-dryer combination. Dominating every ad in the new series is a giant picture of the Duomatic door with the campaign theme, "It's a washer . . . it's a dryer . . . it's two in one!" Sign-off line displays the new basic theme for all Philco Corporation advertising. "Look ahead . . . and you'll choose Philco."



**Striking camera angles**, dramatic close-ups and a new, big-band version of the *Light-Up Time* song add sparkle to the new TV campaign for Lucky Strike Cigarettes — made by The American Tobacco Company. Commercials all feature the popular Lucky Strike couple, Grace and Russ, in appealing, true-to-life smoking situations . . . and make this most inviting promise: "You'll say a Lucky's the best-tasting cigarette you ever smoked."



**New copywriter** for Consolidated Edison Company is TV weather reporter Uncle Wethbee. Working between nightly telecasts (co-starring his partner and creator, Tex Antoine), Unk turns out at least three columns a week for New York and suburban papers. Though ads cover everything from cabbages to kings, Unk always manages to get in some convincing words about low-cost, dependable gas and electricity from Con Edison.



**Seagoing hero** of Jack London tales, Captain David Grief, now sails the TV waves for Standard Oil Company of California. Filmed on location throughout the South Pacific, the half-hour shows are telecast in the West and Hawaii. Fine work by Maxwell Reed as Captain Grief, plus the eternal demand for Jack London's exciting sea stories, should assure a large, enthusiastic audience for the client's own exciting commercial stories.

**BATTEN, BARTON, DURSTINE & OSBORN, INC., ADVERTISING**

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO



REGIONAL SCENES illustrating events of local interest are aimed at specific marketing areas. This one ties in with 350th anniversary of the founding of Jamestown, Va.



BEER IN USE is felt to have a more appetizing appeal than pictures of bottles or cans. To further tantalize the taste buds, several cartons show foods that go well with beer.

## "Will It Sell More Pabst?"

That's the prime question this brewery's new president asked as he looked over and finally selected the re-styled, more colorful cartons for Pabst ale, beer and bock.

Sound marketing procedure properly applied must be successful regardless of whether it's in the canned pea business, the soap business or the beer business.

That's the philosophy of Marshall S. Lachner, president, Pabst Brewing Co., who less than a year ago came over from Colgate-Palmolive, marking one of the relatively few (if any) instances where breweries have gone out of their industry to pick a president. In the main, it has been a very inbred and family type of industry. Lachner doesn't allow a business prefix (such as soap) to motivate his reasoning about what should be done in the brewery business. He says about any idea: "Is it good merchandising?" and "Will it sell more Pabst?"

This channel of thinking was directed toward the packaging of Pabst beer and ale soon after Lachner joined the company. Today new package designs and premium offers (in states where allowed) are credited with producing more than a 100% increase in Old Tankard ale sales so far this year, and a big increase in Pabst Blue Ribbon Beer.

"The old package was dead,"

Lachner says, "for it had no color, no display value to the merchant. You must have something colorful and interesting, and the dealer will use your packages to dress up his place."

In brilliant colors, Pabst six-pak cartons and "party-twelves" are media which have as strong a "sell" as any full-color magazine advertisement. They carry appetizing pictures of beer with food—meals or snacks—

### Pabst for Princess

Princess Grace of Monaco is apparently destined to become a sort of patron saint for the brewing industry, according to a recent item in "Food Field Reporter." News that her physician prescribed beer as part of her diet following the birth of an heir was picked up immediately by Pabst Brewing Co.

Pabst was so enthralled that it promptly sent a supply of beer to Monaco by air with an even larger supply following by ship.

on one side, and either the premium offer or seasonal illustration (skiing, swimming, etc.) on the other. Beer is shown in a glass only, sparkling amber, as many will admit there is nothing less romantic than a picture of a brown beer bottle. "We always show Pabst beer in use!" Lachner emphasizes.

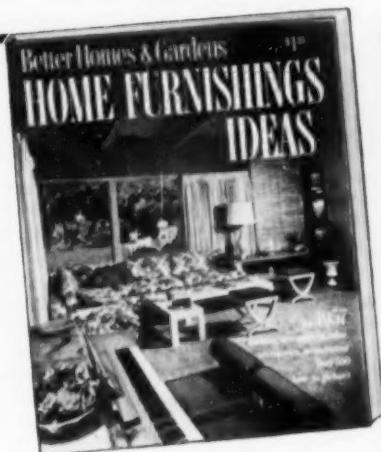
Copy and pictures on Pabst's new cartons change constantly, making them something better than a mere wrapper around beer cans. Besides showing foods that go well with beer, the cartons carry regional scenes of interest to residents in a certain area. Upcoming is one with a 16th-century scene on the site of Jamestown, Va., showing early settlers dealing with the Indians; this ties in with a summer-long celebration in that city and environs. Other such scenes are planned for different marketing areas.

Lachner returned recently from a 3,000-mile trip devoted to the study of Pabst markets after the impact of the new cartons, and found that they compared favorably with anything in the stores for attractiveness and display values. This is a modest statement compared with the results reported by food and liquor package store owners. The majority reported that sales had "doubled or even better," especially when the new cartons were given prominent display space.

Since most states now permit beer to be sold in super markets and other food stores, Lachner feels that today's

Open to advertisers for the first time . . . but their consumer appeal is already proved!

# 5 Better Homes & Gardens IDEA ANNUALS



**Next!  
HOME FURNISHINGS  
IDEAS ANNUAL  
CLOSES JULY 15!**

**On sale: September 18**

Of course furnishing a house means tables and chairs, sofas and beds, draperies and rugs. But it also includes blankets, radios, silverware. And it involves stepladders,

paint brushes, vacuum cleaners. The readers of BH&G Home Furnishings Ideas Annual are eager prospects for *every product* that contributes to a better home!



Closes: Aug. 15, 1957  
On Sale: Oct. 18, 1957



Closes: Oct. 15, 1957  
On Sale: Dec. 18, 1957



Closes: Nov. 15, 1957  
On Sale: Jan. 18, 1958



Closes: Dec. 13, 1957  
On Sale: Feb. 19, 1958

**Your product may belong in 1 or 2 . . . or in all 5 of these powerful books!** Right from the start, BH&G Idea Annuals have been standout successes. The editors have followed through with the same idea-power that stimulates the home-and-family-loving readers of the magazine, BH&G. But each

Idea Annual is a powerhouse of information on a single subject. Readers are in a do-it-now, buy-it-now mood. Your BH&G representative has facts to help you decide whether *your product* belongs in one or all of these selective, timely media. Why not call or write him now?

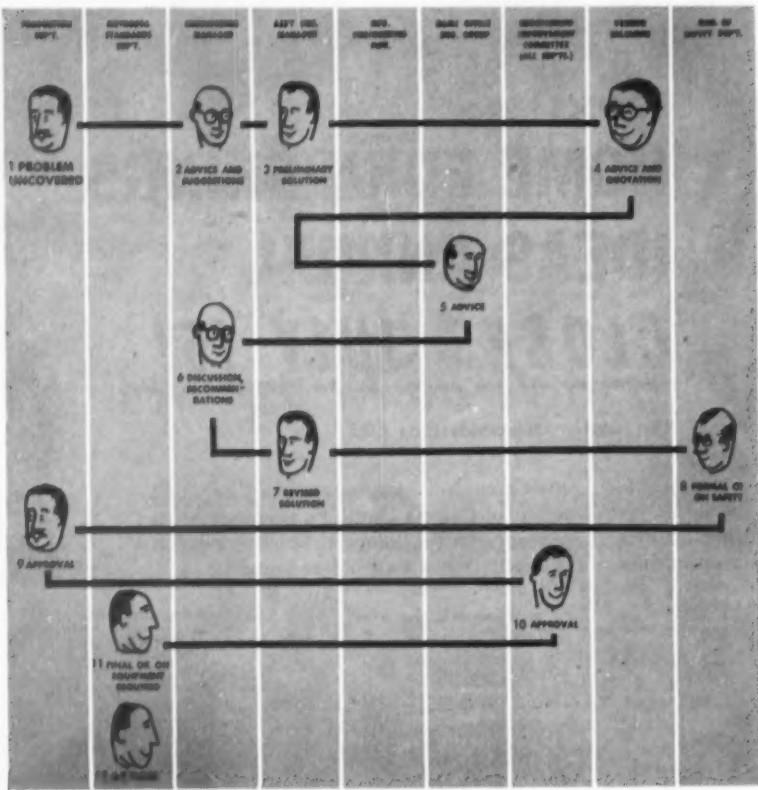
Another success story from America's biggest publisher of **ideas** for today's living and tomorrow's plans . . .

**Meredith Publishing Company**  
Des Moines 3, Iowa



# Where was your last order "born"?

Another "sale" from *FACTORY's* files



Call this a clinical chart if you want... a bedside report from the "sales maternity ward" of a manufacturing plant...

Take a good look... note the critical conditions—all the care needed to bring an order into the world...

See how many specialists get into the act... this actual case, like all the others in *FACTORY's* files, certainly shows orders aren't hatched in incubators.

And that there's no one man, no supervisor, no set pattern, no shortcut...

So, why don't you do the next best thing—as so many sensible "sellers" do... stay close to the PLANT OPERATING GROUP...

The management men and engineers with operating responsibilities for production, plant engineering and maintenance, and direction of people.

...in *FACTORY*, the only businesspaper published exclusively for this group, and the one serving it better than any other.

housewife knows that all nationally advertised brands, either foods or beers, are of an equally high quality. "She is therefore looking for something to stimulate her impulse to buy," he says. "Here's where packaging has a place in modern marketing. It must cover advertising, merchandising and proper demonstration of the product at the point-of-purchase. But packaging will be of no earthly good unless she comes across the display in her super market or package store. She must see to buy, for in these places of business, beer is often an impulse item."

Lachner is forever testing the importance of packaging on himself. In Chicago's northwest and increasingly plush suburb Barrington he does all the food shopping for the family (five children, one married) at the local unit of a national super market chain. "I want to see what influences me in my buying over and above picking out what my wife has on the list," he explains. He looks at "deals" offered on packages: How are they handled? Send in a wrapper or box top?

## Living Trademark

Last fall Lachner's new packaging concepts were carried over to Pabst Blue Ribbon Ale, which had been brewed and marketed for years without dramatic results, owing to the public's growing taste for a "light" beer. A new label and a new name, "Old Tankard Ale." He reasoned that there was a segment of the public who liked beer but didn't buy it because it lacked the bounce of a cocktail, and wasn't completely aware of the zest in ale. Old Tankard advertising and carton copy emphasized the heady quality. A "Copper Knight" was created, a living trademark in the person of Hal Lansing, a Minneapolis radio newsman. Pabst bought him a suit of chain mail, had it sprayed with copper, and sent him on the road visiting TV and radio stations, night clubs, local distributors of Pabst products and newspaper offices. He is pictured in all his copper glory on the ale cartons and has become easily identified by shoppers.

"We've sold more ale than ever before," Lachner reveals, "and in fact we are oversold right through May. We just can't meet the demand, a real reverse trend."

Even bock beer is getting the same package treatment this spring, and Lachner predicts that more beer of this type will be sold than ever before. Cartons show a full color picture of a tall, dark and foamy glass of this springtime beverage.

The End

**FACTORY**  
MANAGEMENT AND MAINTENANCE

Edited Exclusively  
for the PLANT  
OPERATING GROUP

McGraw-Hill Publication (ABC-ABP)  
330 W. 42nd St., New York 36



**WE'VE GOT WHAT IT TAKES  
TO GET YOU  
OFF THE HOOK**

If you are hung-up over Merchandising at the Point-of-Sale—we would like to get you back on firm footing with solid down-to-earth help.

First of all, we are specialists. For more than half a century, Chicago Show has devoted its talents to one phase of advertising: Producing merchandising programs that sell hard at the point-of-sale. We like to think of ourselves as a "House of Ideas," converting sound sales ideas into dynamic merchandising programs designed to increase traffic at the retail level—yet tied in closely with your overall promotion scheme.

Our nation-wide staff of experts want to sink their hooks into your point-of-sale problems. We can follow through on every detail—from idea conception to job completion—for a single display, or a year-round display program. How about talking your problems over with us today. We'll show you how to get action where it counts—at the cash register.

***Merchandising*** at the POINT-OF-SALE

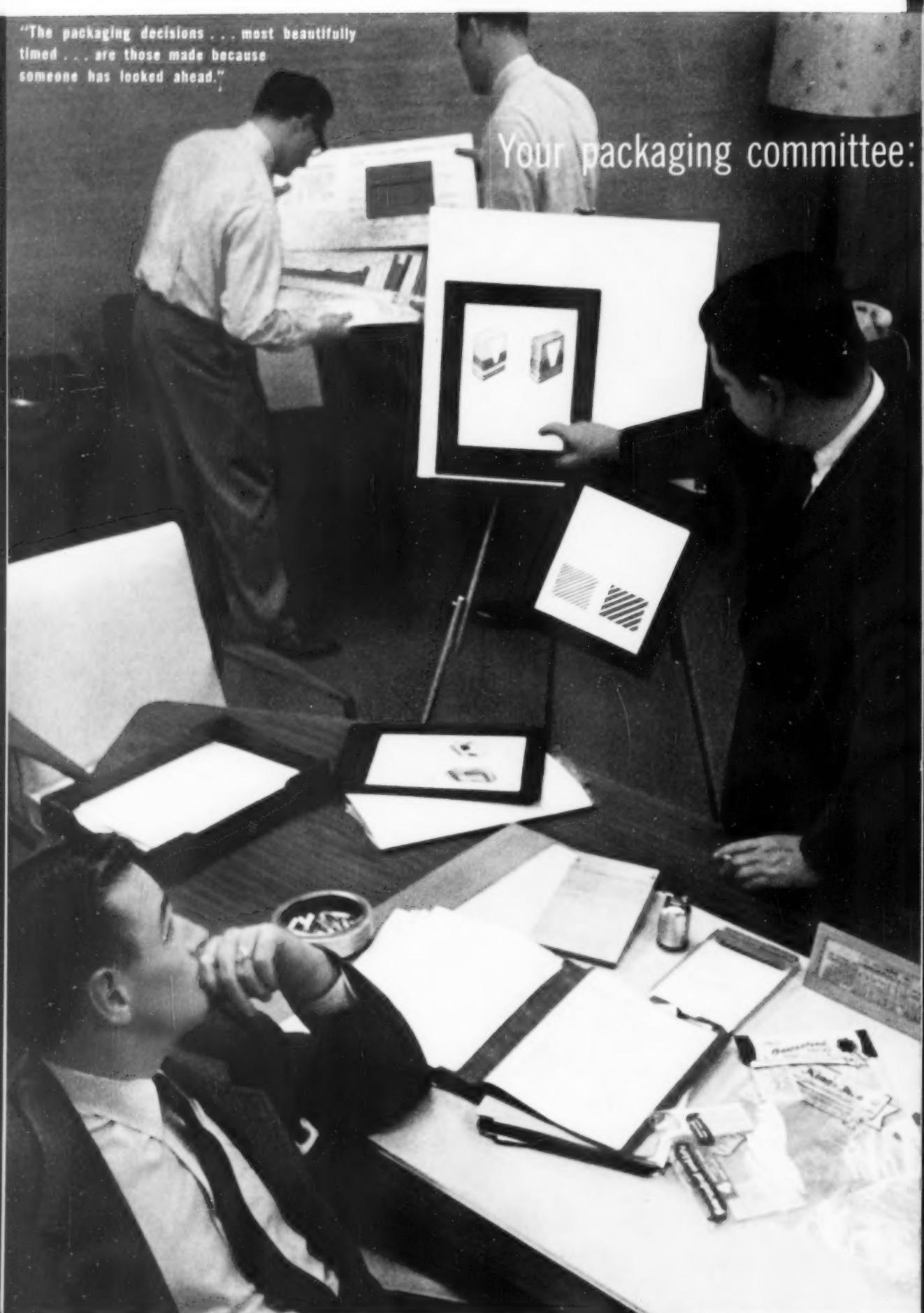
- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels • Squeez-zeit®
- Econo Truck Signs • Booklets and Folders • Molded Plastic

Trademark Mystik Registered.

CHICAGO SHOW PRINTING COMPANY, 2660 N. KILDARE, CHICAGO 39

"The packaging decisions . . . most beautifully timed . . . are those made because someone has looked ahead."

Your packaging committee:



# ee: the pay-off is in timing

Too many packaging groups meet only to consider a sales or production problem already upon them.

They react quickly to a shift in sales standings, the spur of a competitor's new packaging, a sudden increase in breakage or spoilage, or some similarly specific problem.

Top management may consider even more important another committee function: anticipating packaging opportunities which can give your company a further competitive edge.

### Get the jump

The packaging decisions which are most beautifully timed for sales results are those taken because someone has *looked ahead*.

How long, for example, has it been since you have looked at your package design... for visibility, identification, sales appeal? Have you considered the package modernization appropriate to new uses, new markets, new outlets for your product? Have you actively investigated smaller "convenience" units—or larger "family" sizes? How about multiple-unit packages? Or containers with new consumer-utility features?

These are some of the ways in which your packaging committee can make major contributions to profits.

### Keep open-minded

When a packaging salesman comes up with a good creative idea, perhaps it can be worth more to you than to him. Give him the opportunity to present his case to your committee.

In reverse, when you are looking for a good answer to a given packaging problem, don't hesitate to ask your supplier to sit in. His broad experience may provide the necessary solution without extensive trial-and-error research on your part.

Lassiter has had the privilege of working at management levels with many distinguished companies. Our Package Evaluator may help you to see your package as your customer sees it... we'll send it on request.

**LASSITER**  
CORPORATION  
350 FIFTH AVENUE • NEW YORK 1, N.Y.

EXECUTIVE OFFICES: Charlotte, N.C.

DIVISIONS: Atlanta, Ga. • Chicago, Ill. • Cheltenham, Pa. • Greensboro, N.C. • Danville, Va.

Designers and Manufacturers of Packaging in:  
Cellophane • Polyethylene • Acetate • Paperboard  
Mylar • Foil • Laminations • Vitatium • Paper

## Persuasive Packaging

### Ocean Spray's newest

Like the turkey it complements, the cranberry now knows no season. The National Cranberry Association, Hanson, Mass., has done an outstanding job of selling its product in liquid, jellied, canned and fresh-pacs through practically every food outlet... is now using a new transparent one-pound cellophane bag for whole, fresh cranberries. Bright color and smart styling distinguish the Lassiter-produced pac. age.



### Hanes now packaging complete line of children's wear

Long known as a leader in the men's underwear field, P. H. Hanes Knitting Company, Winston-Salem, N.C. recently launched an infant's and children's apparel line, completely packaged. The four-color cellophane packages were made by Lassiter.



### Popeye sells produce

New produce packaging program offered by Lassiter is now available nationally to all packers and shippers. The POPEYE brand name is a powerful sales booster for all produce items... more so when tied-in with local POP-EYE TV show. Packaged promotional program by Lassiter is offered on territorial-exclusive basis.



## "Value Analysis and the Salesman"

"Value Analysis is a new term to many people. To us in General Electric and to Purchasing people in general these two words are becoming a part of our every day vocabulary. They designate a function which, although relatively new, has demonstrated dramatically its rightful place in this business of purchasing.

"Value Analysis is a philosophy, a way of thinking. It cuts through those prejudices which surround many of our management, engineering, even purchasing decisions with the bold objective question: 'Is this worth what it costs?'

"To answer this question it further asks, 'What is the basic function performed by this part or assembly? What will perform this function satisfactorily at lower cost?'

"There are also other considerations. Can we make it at lower cost than we now buy it? Can we buy it at lower cost than we now make it? If the answer in either case is yes, appropriate steps are taken.

"You, the salesman, fit into this Value Analysis picture. You are in the unique position of knowing how you and others in your company can help us to evaluate our parts and assemblies. As a raw material supplier, you can recommend new materials or better use of existing materials. As a specialty supplier, you may be able to sell us parts at lower cost than we can produce them. As an electronic supplier, you can keep us informed of new developments in this rapidly growing industry. Whatever your field, you are in the best position to acquaint us with how your company can help.

"Our Value Analysts will call on you from time to time for assistance in their product studies. We hope you will aid them in this work, but do not wait for them to contact you if you have an idea to sell.

"In the Instrument Department our Value Analysts and Buyers work together as a team, one function complementing the other; so work with either or both, depending on the problem involved.

"Suggestions made by our suppliers are not divulged to others, and they influence the placement of future orders in proportion to their value.

"At this point we should emphasize that Value Analysis is not a process by which we hope to 'squeeze' the vendor into a lower profit position. Value Analysts will, rather, help the supplier by assisting him in reducing his costs and thereby, with the same profit, be able to sell to G. E. at a lower price.

"Purchases at General Electric are based on three important factors: Quality, Service, and Price. As mentioned earlier in this booklet, Quality and Price being right, one of your best selling tools is a cost reduction suggestion."

*These words are addressed to the salesmen who call on the author's own purchasing offices at the Instrument Department, General Electric Co., West Lynn, Mass. They are part of a pocket-size pamphlet which includes the "Principles and Standards of Purchasing Practice" advocated by National Association of Purchasing Agents, a letter of welcome from H. L. Faust, purchasing agent, a list of products made by the instrument department, and the names and titles of the 25 members of the purchasing department.*

## "70% of Industrial Sales Calls Are Ineffective and Worthless!"

By HERBERT A. HAMILTON, JR., Supervisor of Purchasing  
General Electric Co., Instrument Dept., Lynn, Mass.

That statement was made to me recently by the purchasing agent of a large competitor of General Electric. It was the result of a survey made by his buyers.

If this shocks you, it should, for if this is typical of industrial selling, then it may also be true of your own operation. The General Electric Co. alone spends approximately two billions of dollars each year for goods and services, and the placement of

this business is in direct proportion to the effective sales effort of the salesmen who call upon us.

What do we mean by the term "effective sales effort"? Is it the frequency of sales calls? Is it a short delivery on a sample? Is it a visit by the technical service representative? Is it a ticket to the ball game? Is it what the sales manager means when he says, "I don't care how you do it, but get that order"?

Let's look at the buyer. He is the one who says yes or no to the salesmen. Let us review what motivates his actions.

The industrial buyer is rated regularly by his supervisors on such factors as: maintenance of production schedules, cost reductions accomplished, assistance to engineering, administration of his component and many others. Should the buyer purchase motors, for example, that did not per-



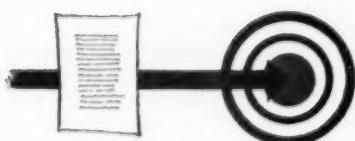
**T**here's really nothing complicated about good business advertising. You just take your best sales approach  and feature it in the publications  read by worthwhile prospects in your best markets, so that it reaches a lot of them all at once—and often.

The only thing that's complicated is finding out, in advance, which sales approach

 will work best with the prospects most important to you in each separate market... 



**E**ven that can be easy (for you) when you put our "ditch diggin'" sales investigators on the job to talk to your prospects and dig out the things they never tell your salesmen... what they really think about your products and your company... what they really want to know about products like yours.



**T**hen, with much of the guesswork eliminated, we help you shoot the right sales message to the right bull's eye through the right media. The Schuyler Hopper Company, 12 East 41st Street, New York 17, N. Y. LExington 2-3135. "Ditch Diggin' Advertising that sells by helping people buy."

ONE OF THE  
FIRST 100 MARKETS



**WHBF**

RADIO & TELEVISION

the  
station  
of  
marketing  
success  
in the  
**QUAD**  
**CITIES**

REPRESENTED BY AVERY-KNODEL, INC.

## The Value-Analysis Pioneer

Thirty-six-year-old H. A. Hamilton, Jr. isn't inclined to sound off about himself. But you



gather, in talking with him, that he's proud he was a pioneer in General Electric's Instrument Department Value Analysis program. Hamilton has spent most of his career in Purchasing for G-E, was an instructor of the company's Purchasing Training course and is an active member of the New England Purchasing Agents Association. Currently he's on its committee for standardization in purchasing. And he's co-author of the "Welcome to Purchasing" booklet, recently illustrated in Purchasing Magazine.

He's a graduate of Northeastern University, Boston, is father to two growing—"and active"—boys.

form as described, they would be rejected on inspection. The production line would be tied up and the buyer would be deluged with phone calls, including one from his purchasing agent.

Obviously, not only the buyer's pocketbook, but also his pride in his job are affected by his success or failure. To the buyer, effective sales effort means helping him to accomplish his objectives of satisfactory quality, lower cost, and prompt delivery.

It is G-E policy that salesmen be given a courteous reception and that they not be required to wait an unreasonable time before being interviewed. Our buyers, our purchasing agents, and our company executives realize that a high caliber salesman is the good right arm of the buyer. Without the salesman's help, our purchasing task would be a hopeless one.

What should a salesman do to become that "good right arm"?

To be effective the salesman must:

### I. Study his product.

The greatest percentage of useless calls are not because the product was not desired, but because the salesman could not talk intelligently about it. He knew the score of the ball game, he knew what poor parking facilities were available, he knew what the weather was like, but he had little idea how his product could be expected to perform in the application.

Let me illustrate. Last week, W. E. Royle, our casting buyer, laid out a print in front of a casting salesman

and asked him what he thought of it. "Very interesting," the fellow said. "Let me send it to the plant to see if we can make it. Have a story for you in a few days."

Contrast that with the visit of Mr. Brown, another salesman who visited us a few hours later. "Certainly, we can make it," said Brown, "but you will have to open that tolerance from  $\pm .003"$  to  $\pm .005"$ , and give us a larger fillet on the boss. That undercut will cost you some tool money. Let's get engineering approval on these changes so we can give you a firm quote right away." Strangely enough, Mr. Brown in this case was a manufacturer's representative, but he had taken the time to study his product.

A salesman should study all phases of his product: its performance, its limitations, its construction, its application, even its misapplications. He should be able to discuss any of these with a buyer or an engineer.

While studying his product, a salesman should also study his company. He should be familiar with its history and growth — the peculiar combination of demand, supply, and intelligent management that made it successful. He should know its size and scope of operations, its policies, both sales and pricing. He should know its officers and technical personnel. And finally, he should know its facilities, both manufacturing and technical.

A good salesman is proud of the company he represents and is not hesitant to discuss its progress and its

850,000

Chart based on 12-month audit figures,  
1949 through 1956 (latter year estimated).  
All postmarks are actual reproductions.

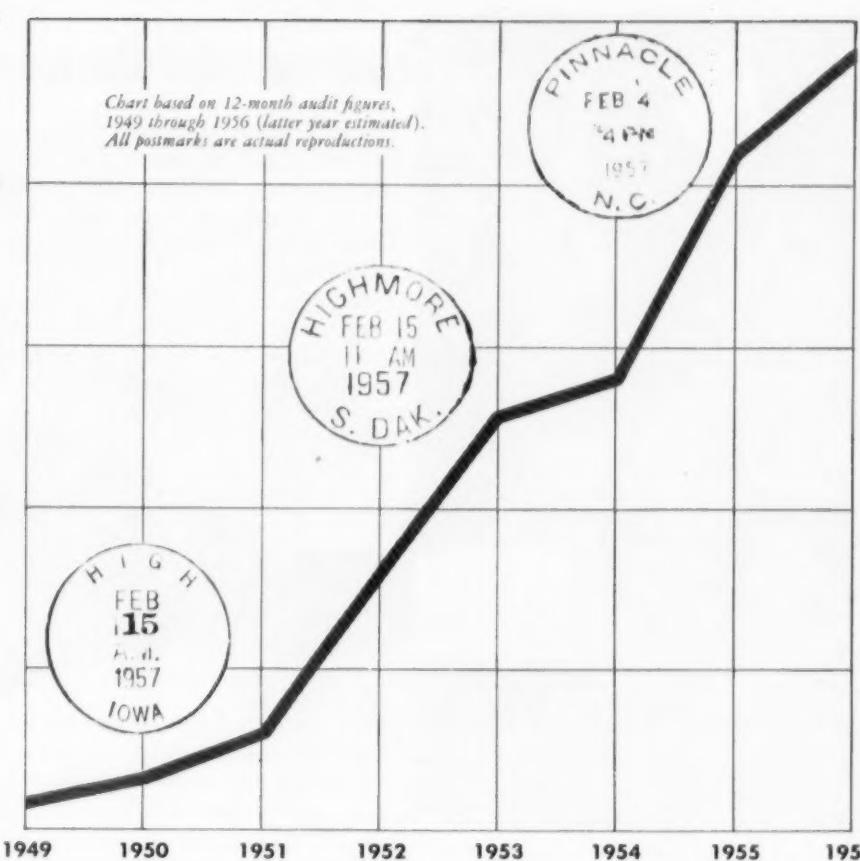
800,000

750,000

700,000

650,000

600,000



### Grit reaches more and more small-town people every year

The most important things we have to sell are the character of Grit readers and the fact that Grit really reaches America's least exploited market. And these are things that scarcely lend themselves to charting.

But we've become aware that many advertisers are *not* aware of the healthy persistency of the Grit circulation uptrend. A simple graph can set that matter straight. So here it is. It covers the history of Grit since its price was increased to 10c January 1, 1949, and shows, you'll note, a circulation gain of better than 33½% in these 8 years.

Actually, the story of Grit since its inception 74 years ago has been one of consistent growth. And Grit has always concentrated in America's true small towns, removed from both farm and Suburbia

—the most difficult towns for any advertiser to blanket.

Equally as noteworthy as growth itself is that it has been achieved without gimmicks, special offers, or circulation-fulfillment buys. Grit has never sought circulation alone. Its concern has been to find people to whom it has something to say.

Grit readers are enthusiastic readers—as its 90% ratio of individual-copy sales testifies. And 59% of them are concentrated in towns of 2500 and less. Thumb through every national circulation breakdown; you'll find nothing even close to that.

Without Grit, it's pretty hard to sell Small Towns, U.S.A.

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco



# Why is this famous case carried the world over?



<sup>®</sup>*Snapak* by

SCHELL

SCHELL LEATHER GOODS CO., INC.  
Cincinnati 25, Ohio

Because smart businessmen know that the new, modern Snapak by Schell is tops for distinctive appearance, expert craftsmanship, and convenience. One side of this outstanding file case has three roomy pockets for correspondence or records. The other side is an open compartment for an extra shirt and toilet articles or for samples. A full center flap hides this compartment if the Snapak is opened during a business call. Also available with pockets on both sides. Made of handsome, durable, top grain cowhide . . . in a wide choice of colors, styles and sizes. Solid leather handles, patented safety lock and reinforced corners.



Ask for Snapak at your favorite fine luggage shop or department store. Custom-built bags for your entire sales organization also available on request from your Schell dealer. Write us for name of your nearest dealer.

future. He also knows whom in his company to contact for specific needed results.

### 2. Study his prospect.

To exercise effective sales effort, a salesman should study his prospect in detail. He should know the organization setup — both the purchasing organization and the relationship of purchasing to other phases of the operation. He should know the purchasing policy of his prospect regarding such things as single source of supply, visiting hours, if any, non-purchasing contacts, quotation requests.

He should take the time (and not the buyer's time) to find out what products are produced at that particular plant, where his product would probably be used, and who would buy it.

When the words "General Electric" are mentioned, immediately products such as TV sets, refrigerators, electric irons, jet engines, radios and similar items come to mind, but that is not all there is to General Electric.

What the salesman should know is that General Electric has more than 100 different departments and opera-

tions working together for the common good. Each of these departments has a general manager at its head, responsible for all phases of the operation: engineering, manufacturing, marketing, finance, etc. The general manager runs this department as though it were his own business and he is responsible to see that the business makes a profit.

Also, each department has a definite product responsibility and cannot operate outside of that sphere. A salesman should determine what products are made at the particular department upon which he is calling.

At the Instrument Department in Lynn, we have attempted to make the salesman's job a little easier, by compiling the "Welcome to Salesmen" booklet which we present to salesmen who call on us. The booklet lists the products manufactured and sold by the Instrument Department. We show a chart of the purchasing organization, and we list the products purchased by the Instrument Department and name the buyer group responsible for their purchase. There is also a breakdown of the Value Analysis organization and their responsibilities. Value Analysis is a relatively new term to most people so that we describe the function briefly and tell the

relationship of the salesman to this important work. Many salesmen have complained that they are unfamiliar with Department Purchasing Policy. This is covered in detail in the booklet.

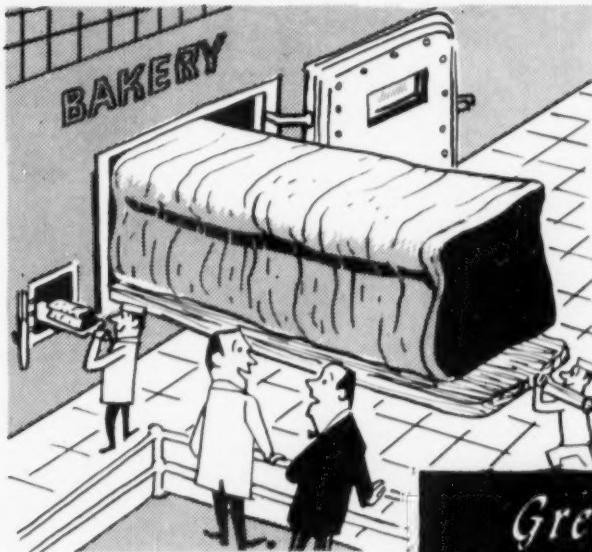
It may take some real effort to dig up information such as that concisely given here, but if the salesman has a sincere desire to know his prospect, he can do so, and in so doing, he will make his job and the buyer's job a great deal easier and more productive.

### 3. Study his competition.

An effective sales effort also requires that the salesman study his competition. He should know how the quality of the product compares with his own, what kind of service and services are offered both from a delivery and technical standpoint. He should be conversant on the competitive price situation and have a good knowledge of the financial stability of his competition.

Those are the three areas for study. Study his product, study his prospect, and study his competition. If these three steps are "old hat" to you, then it is time we took the old hat out from the back of the closet, dusted it off, and put it on, because we in pur-

# "This is the size we use for the Growing Greensboro Market!"



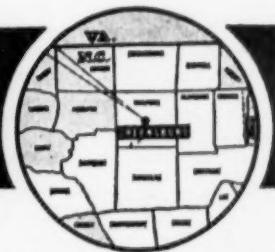
One-sixth of North Carolina's population accounts for one-fifth of the \$3 billion annual retail sales loaf. It's a healthy slice—and the "eaters" are in the enriched 12-county ABC Retail Trading Area of the Greensboro News and Record. Put pep and energy in your sales program with a schedule in the newspaper that reaches over 400,000 readers daily (over 100,000 circulation).

*Only medium with dominant coverage in the Greensboro 12 County ABC Market and selling influence in over half of North Carolina!*

## *Greensboro News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Sales Management Figures

chasing haven't seen it since 1941 when we last had a buyer's market.

#### 4. Sell with facts and brevity.

General Electric does want to buy your product. In fact, there are many components we are making today which we shall be buying tomorrow. Our president, Ralph Cordiner, has stated that unless our people can make some contribution to the engineering or manufacturing art of a product, we should not be making that product. Anywhere from 40% to 90% of G-E's income from sales is spent for the purchase of goods and services, depending upon the department concerned. Participation in this and similar markets in the future will depend on the industrial salesman.

In describing to you what I look for in an industrial salesman, I wouldn't hesitate to say that a technical background is desirable, also that he be an extrovert. However, the old adage, "Beauty is as beauty does," comes to mind and at the Instrument Department of G-E we have a new system for rating people which I heartily endorse. It gets away from the previous system of rating on characteristics such as initiative, judgment, loyalty, personality, etc. We

now rate men on how well they use these characteristics and traits.

How well does he keep up to date in his required field?

How well does he plan and schedule his work (long and short range)?

How well does he solve problems and overcome obstacles?

How well does he attain his objectives (quality, volume, cost, margin)?

How well does he make his special knowledge available to others?

How well does he persuade others, sell ideas, and influence points of view?

Certainly, this thinking would carry over into our evaluation of a salesman. It is not only a case of has he a good background, but also, how well does he apply his background to the problem at hand.

How good is his presentation? Does he present a clear, concise story, or is it cluttered with a lot of time-consuming, superfluous jokes and chatter? Does he know when to leave?

#### 5. Serve with control.

Many salesmen feel that the job is done when the order is placed. The salesman's job is not done until the

material is received, the quality is approved, and the bill is paid.

The jobs of purchasing and production control are basically identical functions in many respects, except that production control is performed inside the plant, while purchasing control is performed with the vendor. Production control internally is maintained by line authority, while purchasing control is maintained only by negotiation between buyer and salesmen. At G-E we expect the salesman to expedite when necessary to maintain this control. When we place an order with a supplier, we are in effect purchasing a portion of the production capacity of that company. If manufacturing schedules are to be maintained and inventory is to be properly controlled, the buyer must have adequate control over this production, and the salesman must recognize this relationship and obligation. He must work with his company as required to obtain reasonable flexibility and he must be ready to take action in case of rejections and must recover in a reasonably short time.

The salesman must serve with control to bridge the gap between internal and external manufacture.

The End

# how to dress up YOUR CATALOGS at lower cost

Appearance counts. Practicability counts. Flexibility, durability, economy count. And you can have them all if you use Accopress Binder covers for your catalogs.

Accopress Binders come in 5 colors, may be printed or embossed as you wish. They're loose-leaf, lie flat, open flat, stand plenty of handling, can be expanded as desired, have no expensive, space-wasting mechanisms. Their low cost is famous. Write us your needs or ask your stationer to show you the complete Acco line for keeping papers together and safe in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder, insert a new Acco Fastener and the Folder is ready for another year's filing.



#### ACCOBIND folders

#### ACCOPRESS binders

#### PIN-PRONG binders

(for marginal multiple punched forms)

#### ACCO clamps

#### ACCO punches

#### THE ACCOWAY SYSTEM

(for filing Blueprints and all large sheets)

—and other filing supplies

#### ACCO PRODUCTS

A Division of NATSER Corporation

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto

## WORTH WRITING FOR...

### Changing Consumer

Source-book of economic facts about the American consumer. It presents the major characteristics of the market — factors affecting sales and advertising — to help advertisers learn about their customers' spending capacities, find out what they want, and how they can be reached. It covers changes in the market since 1946 — the first full postwar year — and is presented in three sections: market, marketing, media. The market section defines what makes people spend more money and includes statistical breakdowns of the changes in population, income, consumer credit, wages, social security, education and advertising expenditure. The marketing section lists changes in production methods (automation), competition, consumer buying and social trends such as the new leisure market, suburbanization, the migration of population and the trend toward the home as reasons for the developing of dynamic new distribution methods. The media section tells how to reach the consumer. Charts indicate past records of television, magazines, newspapers, outdoor, car cards and business papers since 1946. For your copy of "Your Target," write to Ralph Head, Director of Marketing, Batten, Barton, Durstine & Osborn, Inc., 383 Madison Ave., New York, N. Y.

on a new product. Manufacturers in planning new products, or product changes, should profit from the store operating knowledge of their sales representatives at the firing lines. For a copy of "An Exploration into the Reasons Why Super Markets Add and Discontinue Items," write to George H. Allen, Vice-President and Promotion Director, *McCall's*, 230 Park Ave., New York 17, N. Y.

### Hospital Construction

Report which lists 60 planning and construction ideas from Administrator O. G. Pratt, Rhode Island Hospital, Providence. They include: patient rooms; nursing stations; utility, medicine and linen rooms; operating and scrub rooms; special care units, and other areas. In addition, there are lists of proposed projects (new and remodeling); hospitals under construction, and hospitals almost completed or recently completed. Names of hospitals and the amounts spent or to be spent are included. Copies of "A Current Report on Hospital Construction" are available from Bremen I. Johnson, Business Manager, *Hospitals, Journal of the American Hospital Association*, 18 East Division St., Chicago 10, Ill.

### Sunday Newspaper Readership

A study of the readership of Sunday comics and supplements conducted by Publication Research Service, with the counsel of the Advertising Research Foundation, to delineate patterns of readership reflective of average page readership distinguished by age and sex of the reader. An area probability survey was conducted in three major cities including all Sunday newspapers in St. Louis (*Post Dispatch and Globe Democrat*), Baltimore (*American and Sun*), San Francisco (*Chronicle and Examiner*). Supplements studied: comics, nationally edited magazine supplements and locally edited magazine supplements. Findings answer such questions as these: Is there a significant difference in Sunday supplement readership when front cover is excluded? Are teen-agers intensive readers of all Sunday supplements? Is readership of Sunday supplements higher among younger or older segments of the adult audience? Highlights: There is an important distinction between the commonly accepted "readership" index of supplements and the more

refined "average readership for all pages" concept. Sunday comics, of all Sunday newspaper supplements, come closest to being read by the whole family, and reach the greatest proportion of housewives, adult males and teen-agers (10-17). Sunday comics concentrate their adult readers in the 18- to 35-year group to a significantly greater degree than do magazine supplements. Similar studies have been recently completed in Washington, D. C. (*Star* and *Post-Times-Herald*), Detroit (*Times, News and Free-Press*), and San Antonio (*Express-News and Light*). A report on these will be released following the distribution of this report. A copy of the full report, "Basic Patterns of Sunday Newspaper Readership," may be obtained from Cornelius J. Sheehan, Director of Promotion, *Puck, The Comic Weekly*, 63 Vesey St., New York 7, N. Y.

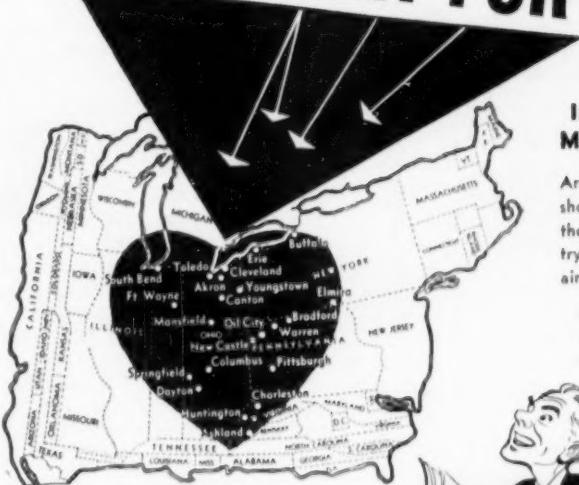
#### Upper Midwest Market

A sales and advertising guide to this \$5½ billion market. It provides basic market facts on Hennepin County (Metropolitan Minneapolis), Minnesota and the Upper Midwest (Minnesota, North and South Dakota and western Wisconsin). Copies of "Facts in Brief about the \$5½ Billion Upper Midwest Market" are available from William A. Cordingley, National Advertising Manager, *Minneapolis Star and Tribune*, Minneapolis 15, Minn.

#### Trade Deals

Third in a series of studies by E. B. Weiss. A variety of case histories show how the trade deal has become firmly established on our merchandising stage. Examples: a deal to introduce a new item; getting the trade to keep a balanced inventory; free merchandise for salespeople; deals for the entire list of accounts; the promotional number as a trade deal; the bonus coupon deal; give-aways for the trade; the promotional allowance as a trade deal; trade-name listing in consumer advertising; using replacement parts for a trade deal. Discussed in detail are the arithmetic of trade deals; the role of promotional material in the trade deal; dealer complaints about trade deals, and many other subjects. For a copy of "130 Tested Trade Deal Strategies and Their Tactical Development," write to E. B. Weiss, Director of Merchandising, Doyle, Dane, Bernbach, Inc., 20 W. 43rd St., New York 36, N. Y.

# TOP TARGET FOR '57



**Industrial Ratio Map of the U. S.**

Area of each state is shown in exact ratio to the value of its industry. Points out where to aim your advertising.

**M.P.A. covers  
"The Heart"!**

## Make a Direct Hit on this 100-BILLION-DOLLAR INDUSTRIAL MARKET in M. P. A. . . . Exclusively!

Here's controlled-coverage at its best! 100% "buyer" readership in the "World's Richest Concentration of Industrial Buying Power"! The midwestern P.A.'s own magazine . . . M.P.A.!

Right now there's over 100 billion dollars worth of booming industry packed into the "Heart of Industrial America." Already beyond our wildest dreams, it's still growing—fast! Both military and civilian demands are sky-rocketing. So, industry continues to blast all-time buying records. Here's where your industrial advertising achieves its greatest potential. And here's the one and only advertising medium which covers this great "heart" with 100% "buyer" circulation. If you can help supply the critical needs of industry, advertise in M.P.A. now!

A few of the "national" advertisers who use over 50% of the space:

Alcoa  
U. S. Steel  
J. & L.  
Ryerson  
Bethlehem  
McLouth  
Lunkenheimer  
Assoc. Spring

Wickwire-Spencer  
Reebling's  
Bobcock & Wilcox  
Tube Turner  
Chase Brass  
Bridgeport Brass  
American Brass  
Scott Paper

Reynolds Metals  
Nat'l Screw  
Torrington  
Standard Oil  
Cities Service  
Robt. Galv  
Ohio Gear  
Oakite

Write for  
Boster Issue  
(Containing  
P. A. List)  
on your  
letterhead

**THE MIDWEST PURCHASING AGENT**



6th Floor Penton Bldg.  
Cleveland 13, Ohio

# GOING?

## 22nd INT'L DISTRIBUTION CONGRESS

National Sales Executive, Inc.

Los Angeles  
June 4-7

# FLY THERE

on United. Fast, comfortable. Arrive relaxed and ready. United links 80 cities coast to coast, offers schedules around the clock and fares that include economical half-fare family plan. For information and reservations, call United or an authorized travel agent.

# FLY UNITED

from Los Angeles and join other N. S. E. members on a custom-planned post-congress tour to Hawaii. Fun for all—costs less than you think. Just mail the coupon below for complete details.

**UNITED**  
AIR LINES

POST-CONVENTION TOURS  
Attn. M. M. Mathews  
UNITED AIR LINES  
36 S. Wabash, Chicago 3, Ill.  
Please send me complete Hawaiian tour information.

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_  
NSE-LAX

## Packager Wins Prospect Response With Direct Mail "Demonstrations"

When Western-Waxide Specialty Packaging Division, Crown Zellerbach Corp., found a way to visually "demonstrate" three important selling points by direct mail it won an extra-ordinary response from customers and prospects.

Says Joseph C. Tobin, advertising and sales promotion manager of the national firm headquartered in San Leandro, Cal.: "These mailings were by far the most effective direct mail approach we have ever devised. Unsolicited letters poured in complimenting the firm."

Western-Waxide manufactures overwraps for frozen food packages, bread wrappers, potato chip bags and other special flexible packaging materials. Its selling story is wrapped up around "package design for sales." Three points are always emphasized, whether the story is conveyed personally by sales representatives in the field, through the company's literature and advertising, or in direct mailings. These are: the need for

colors that catch and hold the shopper's attention; symbols that impress the package on the consciousness; sales stimulation "hooks" that won't allow customers to pass by without purchasing.

Western-Waxide in its regular mailings to prospects and customers has found various ways to dramatize the three design factors essential to stimulate impulse buying of food products. For example, it has sent personalized match books. Seeking a still more visually forceful approach the company recently made a strip film, "Increased Sales . . . by Design," as a sales tool for its field representatives. Interest in the film was aroused by mail. The message announcing the film was preceded by three special "demonstration" mailings.

Within a period of two weeks the company mailed to a selected list of its influential prospects and customers (1) a water color paint set (2) a branding iron and (3) a spice assortment. Because of the cost of the mailings and to ensure intensive follow-up by sales representatives the list was very carefully screened. It included bakers, frozen food processors and private label packers, potato chippers and meat packers. It was broken down by territories, alphabetized and sent to the appropriate salesman with an explanation of the campaign and its intent. The men received the letters as they were sent out, covered by a "Sales Promotion Report" advising tactics to be used in follow-through.

The paint set was received with a letter which said in part . . . "Correct use of proper colors can easily



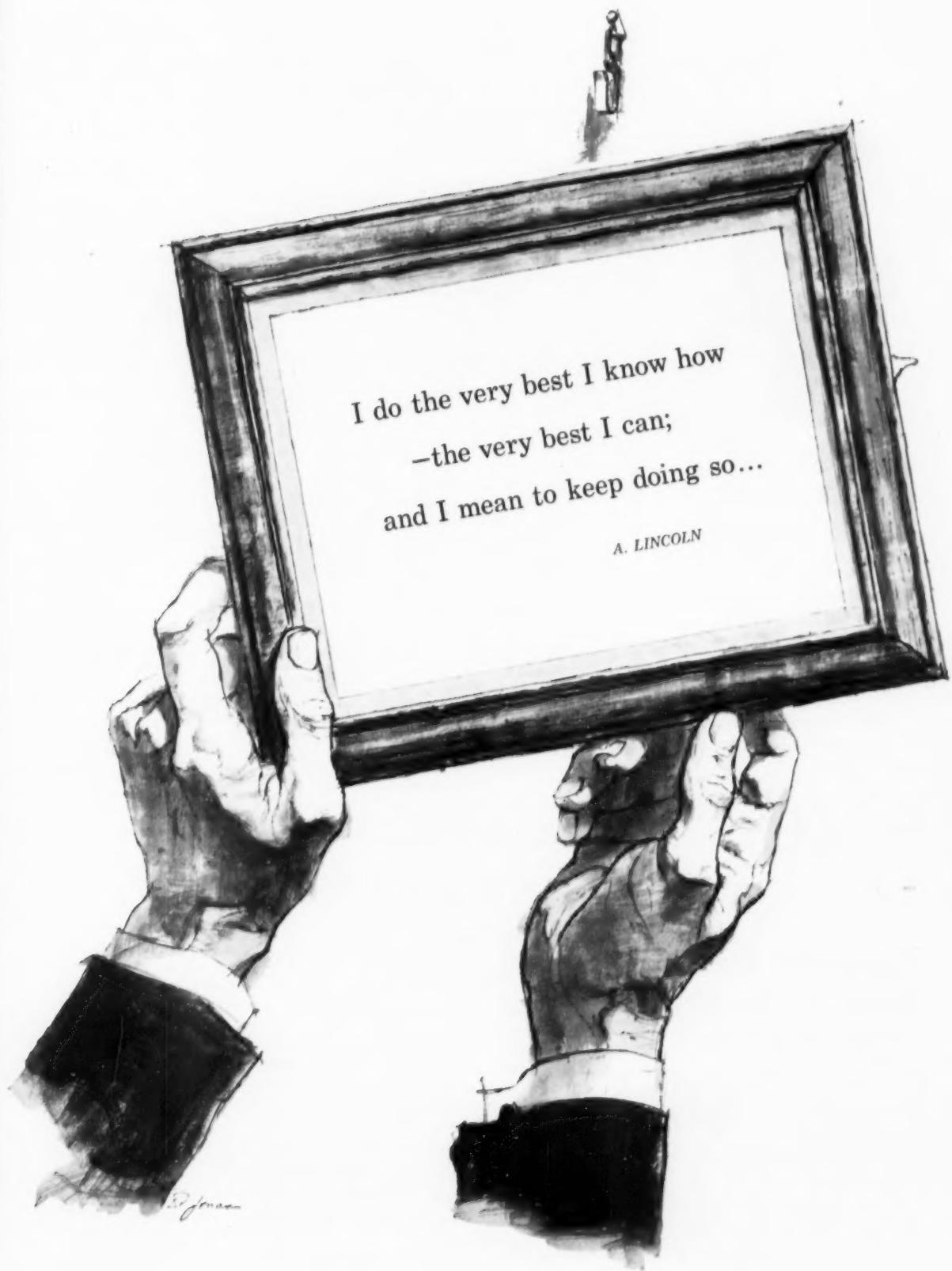
COLOR



BRAND IDENTIFICATION



TASTE EXCITEMENT



YOUNG & RUBICAM, INC. Advertising

APRIL 5, 1957



## GREATEST FLEXIBILITY

Use one theatre, or as many as 16,000 theatres from coast to coast during a week. USE . . .

### THEATRE SCREEN ADVERTISING



1032 Carondelet Street  
New Orleans, La.

## Colorado Mountain Ranch-Resort

**Amani Mgeni Uwanda**

(HARMONY GUEST RANCH)

Whatever you want is here! Placed like a jewel in a setting formed of mountains, truly breath-taking, the most picturesque scenery in the west. Adjoins Rocky Mtn. Nat. Park; 3 miles west Estes Park. Complete ultra-modern facilities, wonderful comfort, superb dining inside, or memorable steak frys outdoors. Heated swim pool, fishing in beautiful Fall River right on the ranch. Sporty 9 hole grass golf course, putting green. Hike or ride on lovely mountain trails. Singing cowboys, entertainment. Supervised children's play. Planned adult activities, or just relax in private, luxury atmosphere. Finest type clientele. Enthusiastically recommended. Easily reached: Car, plane or train. Clip this phone, wire or write for rates, free brochure. Address: Amani Mgeni Uwanda (Harmony Guest Ranch), Section 614, Estes Park, Colo. Exceptional place for sales and executive meetings of up to 75 people, particularly in May, June and September.



mean the difference between making or losing an impulse sale."

Three days later the branding iron was delivered accompanied by a letter which stressed the fact that . . . "in combination with proper colors and symbols, your brand on your food product can add up to a 'package personality' that sticks in a shopper's mind—makes repeat sales as well as impulse sales."

The third mailing consisted of an assortment of cooking spices. The attached letter observed: "With spices like these ordinary food becomes a gourmet's delight through 'Taste Excitement.' And 'Taste Excitement' wrappers . . . full-color serving suggestions which associate your product with other delicious foods as they appear when served . . . will give your wrappers a package personality that stops shoppers, clinches impulse sales on the spot!"

In the fourth of the "demonstration" mailings the purpose of the campaign was explained. With it went a 12-page brochure describing the company's 17-minute color film which showed how color, brand identification and taste excitement, when scientifically combined on a food package design, achieve a subconscious impact on the shopper's mind and create impulse sales. A postal card went with this mailing so that the prospect might request a showing of the film.

The three-paragraph letter accompanying the brochure closed like this:

"This film reports on what makes one package sell against another package in today's super market. We would appreciate the opportunity of 17 minutes of your time to show this film. This will be an investment that will prove valuable in helping you decide how these package design principles can boost sales for your food products. Please fill out the enclosed card. We'll take care of the rest."

Salesmen were given follow-up ideas at each stage of the campaign. At the time of the first mailing they were asked to acquaint themselves with the program itself, to check over the list of companies to receive the "demonstration" mailings and to mention it only to these, and to thoroughly absorb the messages of the first and subsequent letters . . . "since they tie in the 'demonstration' pieces with the messages which sell Western-Waxide's outstanding capabilities in modern packaging design."

As the branding iron (a barbecue implement to brand steaks) with its covering letter went out, the men were instructed: "Please impress on those of your customers who are

listed to receive this special mailing, that Western-Waxide's design staffs at the various plants can perform outstanding renditions of brand identification in the field of package design."

At the time of the spice chest mailing the men were requested to note how this pointed up the company's "Taste Excitement" concept of package design.

When the fourth mailing with brochure on the strip film went out the men were given two assignments:

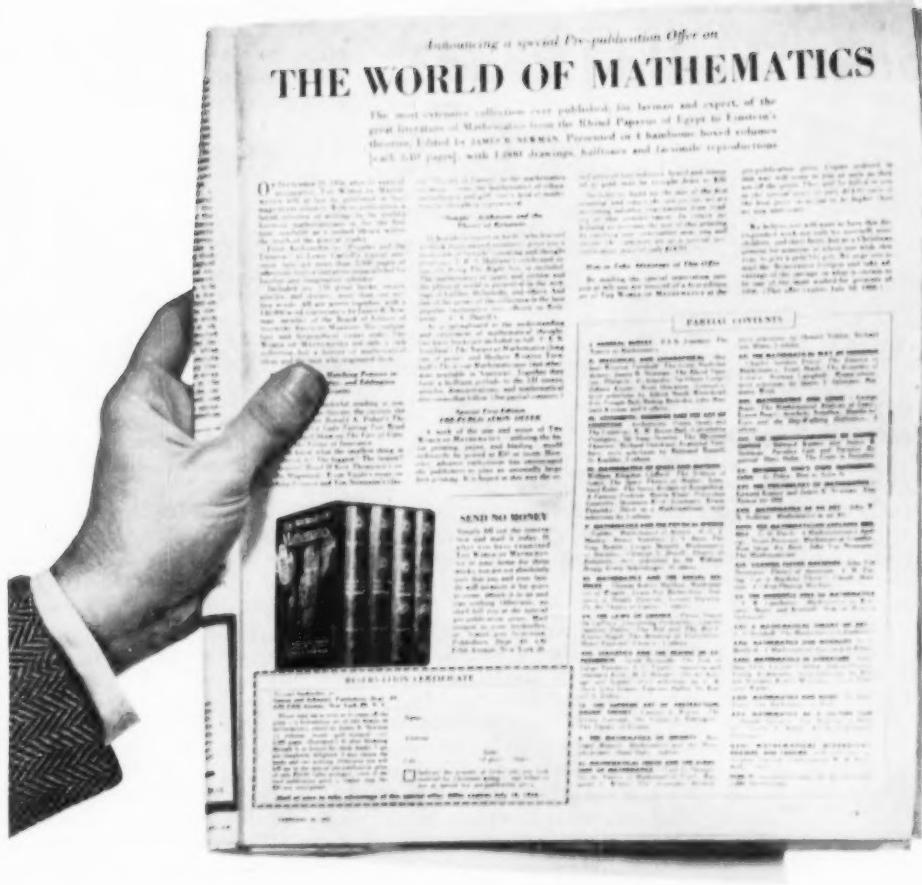
1. "Requests from your customers and prospects to see this strip film will probably come in to headquarters in San Leandro and will be referred to your sales manager for follow-up. However, don't depend on mail inquiries. ASK TO SHOW THE FILM YOURSELF."

2. "After you have personally mentioned these special mailings to your customers and prospects who received them, prepare a short summary of all their comments on the mailings and turn it over to your sales manager. He will compile and send these comments to the Sales Promotion and Advertising Department at San Leandro."

At San Leandro headquarters, a summary on the pull of the campaign was prepared for George W. Donald, general sales manager, over whose signature the letters were sent out. Here's what Donald reports: "From a total list of 700 executives, we received 62 unsolicited letters commenting on the off-beat yet relevant approach which Western-Waxide was using to put across its sales message. In addition, 148 return post card requests to see the film 'Increased Sales . . . by Design' were received and referred to the proper sales territory.

"Even this unusually high 30% return from our demonstration mailings does not indicate the full effectiveness of the campaign. Our salesmen and our management personnel report that everyone receiving the mailings has commented enthusiastically on this unique approach which explains the importance of color, brand identification and Taste Excitement in scientific food package design."

"To sum up, Western-Waxide feels that the effectiveness of this demonstration mailing series has been fully proved, both on the basis of immediate results and on long-term prestige value, establishing Western-Waxide Specialty Packaging Division, Crown Zellerbach Corporation, as a versatile creative source for flexible packaging materials and sales boosting package design." **The End**



# **How many orders at \$14.95 did this ad pull?**

Suppose you had the job of selling a four-volume work entitled "The World of Mathematics" with a list price of \$20. Think you could find a large market for such a collection?

And if you wanted to make a pre-publication offer of \$14.95, could you make such an offer pay out? Would advertising do it?

Publishers Simon and Schuster had to answer all these questions . . . and did. They simply placed a full page advertisement in The New York Times Book Review at the \$14.95 pre-publication price.

It was necessary for the couponed ad to draw at least 200 orders for the publishers to break even.

What happened? Readers of The New York Times bought 1,570 sets, paying out \$23,471.50 — plus

postage. A second page ad sold 800 more sets. "The World of Mathematics" was well on its way.

Does this prove that The New York Times is read by a lot of mathematicians? Possibly. But more likely that Times readers are just about the best kind of prospects you can find for whatever you sell . . . mentally alert families with more money to spend who respond naturally to advertising in The New York Times.

Which is why, year after year for 38 consecutive years, The New York Times has been first in advertising in the world's first market.

# The New York Times

*"All the News That's Fit to Print"*

# When Your Salesmen Ask, "What Books Should I Read?"

Show them this 5-way classification of books available and suggest they sample each to discover what seems most helpful. If you have a company library, provide a list of the reading materials it offers on selling subject matter.

By HAROLD C. CASH and  
DR. W. J. E. CRISSY  
*Personnel Development, Inc.*

The continued large-scale publication of books on selling is prime evidence that salesmen and sales executives are buying such books and probably reading them. With the number, diversity, and variety of these books how is the prospective reader to determine which ones will meet his needs?

To help answer this question the writers have worked out this classification scheme:

1. Conventional textbooks on selling.
2. Popular trade books on selling.
3. Books on the psychology of selling.
4. Collections of sales stories.
5. Books which indirectly contribute to salesmen's knowledge and skills.

What are some examples within each category and what are possible benefits from books within each grouping?

**1. Conventional textbooks on selling.** Examples here would be Russell and Beach's "Textbook of Salesmanship" and Gross' "Salesmanship." Typically, the authors of such books are university professors who teach salesmanship to undergraduate and graduate students of business. They have a twofold aim — to demonstrate the place of personal selling in the overall marketing effort and to explain the basic principles and techniques of selling.

Such books are comprehensive and systematic in the coverage of sales topics. The authors cite references to the first-source sales literature. The latter feature enables the serious student of selling and salesmanship to delve deeper into any topic in which he has special interest. Also, textbooks generally contain a brief history and

background of modern marketing which serve to point up the importance of selling and its professional aspects.

**2. Popular trade books on selling.** Frank Bettger's "How I Raised Myself from Failure to Success in Selling" and Wilson's "Open the Mind and Close the Sale" are illustrative. Generally speaking, in style and content these books are more interesting than the textbooks. Usually the authors have records of successful selling. Characteristically, sales principles and techniques are expounded by anecdotes and examples. Rarely do the latter include the sales attempts that failed! The reader may get a rosy view of selling if he does not evaluate as he proceeds. Another more serious limitation is that these books usually describe one or two authors' experiences in selling one line of goods. The farther removed the reader's selling activity is from examples cited, the less likely he is to transfer the principles and techniques to his own situation. Nevertheless, books like these are stimulating and useful particularly if the reader makes a deliberate effort to tease out ideas that have application in his own sales work.

**3. Books on the psychology of selling.** Strong's "Psychology of Advertising and Selling" and Snow's "Psychology in Personal Selling," both of which appeared in the '20's, are still classic though now out of print. These early works never attained wide distribution, in part because they were more technical and required more intensive study than other books.

More recent books by psychologists, Nixon's "Principles of Selling" and Husband's "Psychology of Successful

Selling" are not distinctively different from conventional textbooks on salesmanship. However, they do tend to place more of an emphasis on human behavior in the sales situation, so one, or more, is worth reading.

**4. Collections of sales stories.** In this category, "The Salesman's Treasury" edited by Lariar, and Hickerson's "How I Made the Sale That Did the Most for Me" are good examples. Such books are both inspirational and entertaining for anyone interested in selling. Their educational value will be proportionate to the analytical thinking they generate and the applications inferred by the reader.

**5. Books which indirectly contribute to the salesman's knowledge and skills.** Because selling is fundamentally concerned with understanding and influencing human needs and wants, it can be argued that *any* book that gives the salesman additional insight into people or the business world is valuable to him.

Certain novels are a case in point, and they provide entertainment as a bonus. Hawley's two books "Executive Suite" and "Cash McCall" are good examples. So is Wilson's "Man in the Gray Flannel Suit."

The better books on self-improvement are also worthwhile. Examples: Reilly's "Successful Human Relations" and Mursell's "How to Make and Break Habits."

Another area of current importance is creative thinking. Any salesman who wants to meet the competition from other salesmen needs to devote some time to constructive thinking about his sales problems. Some books that are helpful on this topic are "Applied Imagination" by Alex Osborn, "How to Make More Money" by Marvin Small, and "A Technique for Producing Ideas" by James W. Young.

Reading is an important educational medium. Salesmen will gain most from reading if they do it selectively and regularly. An uncritical, haphazard approach — reading whatever comes along with "selling" in the title — is not likely to be beneficial. The writers recommend sampling all five categories in a systematic manner. The examples are furnished to illustrate the categories. The books cited are not the only ones in each group but they are representative.

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**IT'S READY AND WAITING -- BIGGER THAN EVER --  
AND IT'S *Yours* FOR THE ASKING!**



**The 11th Annual**

## **CONSUMER ANALYSIS** of the big-spending St. Paul market!

It's hot off the presses—brand new from cover to cover—and it's yours for the asking!

The packed-with-facts 1957 St. Paul Dispatch-Pioneer Press Consumer Analysis Survey is bigger and more complete than ever before, and it will erase any doubts about how YOUR product rates with the 486,100 people in the St. Paul Market\* who spend \$596 million a year in retail sales.

This comprehensive study reveals shopping habits and brand preferences for more than 180 products . . . from mattresses to motor oil, vegetables to vodka, cars to catsup.

For your personal copy, just contact your Ridder-Johns representative or write on your company letterhead to Consumer Analysis, Dept. D

\*Ramsey, Dakota and Washington Counties  
Source: May 10, 1956 Sales Management  
Survey of Buying Power.

**ST. PAUL**  
**DISPATCH**  
A RIDDER NEWSPAPER  
**PIONEER PRESS**

- **REPRESENTATIVES**
- **RIDDER-JOHNS, INC.**
- **NEW YORK - CHICAGO - DETROIT**
- **SAN FRANCISCO - LOS ANGELES**
- **ST. PAUL - MINNEAPOLIS**

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The End

## Turns News Event Into Promotion Plan

When the big Ringling Brothers and Barnum & Bailey Circus shut down, the headlines attracted national attention: And one corporation decided if the circus couldn't come to people it would bring the circus, coupled with a sales message to the people. The firm: Rich Plan Corp., Dallas, which calls itself "the original food freezer plan." The company has national franchised dealership operations.

And here's what Rich did: National Sales Manager Robert A. Hawks rushed to Ringling headquarters, screened 40 clowns for a star spot in a giant sales circus to be presented by Rich. Then Fritz Fouts, the firm's sales promotion and advertising manager, fitted a Volkswagen bus as a decked-out circus wagon, equipped it with calliope music and a sales staff member and put its "circus" on the road. First came Dallas

field tests plus a tour of Pennsylvania. Sales were phenomenal, says Hawks. While the show is on, Rich Plan representatives tour the local neighborhoods, ringing door bells and talking to housewives about their freeze plan.

"The kids literally come out of the woodwork when we hit a neighborhood," says Hawks. "And while our clown amuses them, their mamas have time to discuss our company's operations!"



**picture  
your  
group...**

**at  
the**

**Hollywood Beach Hotel**  
AND COUNTRY CLUB  
HOLLYWOOD BY THE SEA IN FLORIDA

**Write or wire today** for the free full-color brochure that tells you in words and pictures why **70%** of all groups return to the Hollywood Beach Hotel . . . why many organizations meet here again year after year after year.

Choice dates are now available for large and small groups in November and December.

Address me personally:  
**JOHN F. MONAHAN,**  
General Sales Manager  
or telephone:  
**HOLLYWOOD..... 2-4551**  
**NEW YORK..... MD 8-8887**  
**CHICAGO..... SU 7-1963**

JOHN W. TYLER,  
General Manager

## READER'S DIGEST SEEKS MAIL ORDER COPYWRITER

If you are between the ages of 30 and 40, a college graduate, with experience in tested, couponed advertising, and if you can show us that you have creative ability and enjoy working under pressure, The Reader's Digest has a very unusual opportunity that could mean a great future for you, writing copy and assisting with direct mail work for Reader's Digest and Reader's Digest Condensed Book Club.

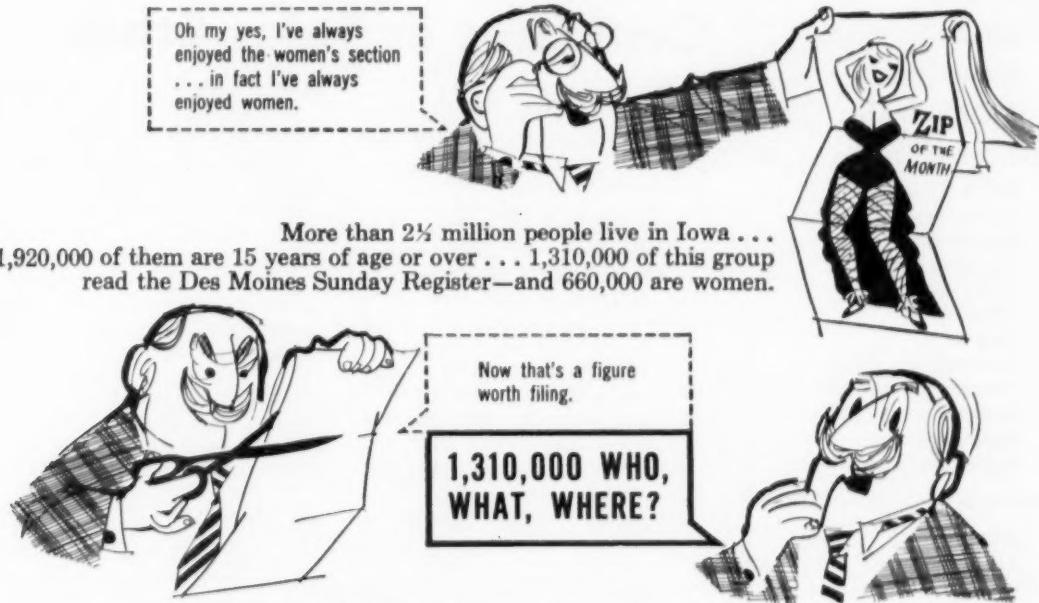
The salary is open, and you receive many side benefits. If you are interested, please send yourself via direct mail.

Address: Walter Weintz, Circulation Manager, Reader's Digest, Pleasantville, New York.

85.9% of Des Moines Sunday Register women readers are housewives.



84.6% of all women readers read the women's section of the Des Moines Sunday Register.



More than 2½ million people live in Iowa . . . 1,920,000 of them are 15 years of age or over . . . 1,310,000 of this group read the Des Moines Sunday Register—and 660,000 are women.



The bare fact of the matter is this:  
the Des Moines Sunday Register covers a whole state (Iowa, that is) better than most metropolitan  
newspapers cover their city of publication. Fine state of affairs we say.

P. S. 86.8% get the *Sunday Register* delivered to their homes.

## DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Circulation: Daily 364,744, Sunday 525,147

Represented by: Scolaro, Meeker and Scott; New York, Chicago, Detroit, Philadelphia  
Doyle and Hawley; Los Angeles and San Francisco

# It's 2 to 1..

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals  
MORE Sales  
MORE Profits**

## NO MATTER WHAT YOU CALL THEM

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountains  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

## NO MATTER WHERE YOU FIND THEM

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

## THEY ALL HAVE ONE THING IN COMMON—

### **FAST SERVICE**

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

# **FAST FOOD**

the magazine serving counter  
and fountain restaurants

**386 FOURTH AVE.  
NEW YORK 16, N. Y.**



(Editor's Note: In the February 15 issue of *Sales Management*, in an article titled "When an Order Hangs on a Fine Point in Ethics" (p. 110), the author recounted the story of seven sales situations which involved issues of professional behavior.

The following comments came from sales executives who responded to our editorial query, "Who was right?"

## **Readers Sound Off On Cases in Sales Ethics**

BY W. E. RODES  
DIVISION SALES MANAGER  
AMERICAN PIPE AND CONSTRUCTION  
CO.  
LOS ANGELES, CAL.

Fred DeArmond's article, "When an Order Hangs on a Fine Point in Ethics," includes a number of cases that would make good material for sessions of the Incident Process. In Case No. 1 isn't the question more properly, "Who was *most* wrong?" The basic problem is Adelman. His utter lack of loyalty and honesty to his sales manager is intolerable.

In case No. 2 the basic problem is the relationship between the salesman and the sales manager. The salesman is defiant and the sales manager is issuing an ultimatum. The true responsibility is, certainly, with the sales manager. He must sell his salesman; if the salesman is right, the sales manager must sell top management on a change in policy.

In case No. 3 the basic problem is "a fair price." How Belton got his inside information is immaterial.

As the article states, in case No. 4 there is no question of ethics. There seems no reason to disapprove either the actions of the manager, the salesman or the buyer.

Tom Burley's move in case No. 5 seems justified.

In case No. 6 Lamb's plan to base the bill on the lesser cost was good. However, the manner in which he presented it to Mr. Burns was dangerous and could have cancelled its effectiveness.

The problem in case No. 7 is whether it was right or wrong for Roblee to read the bids of his competitors. The problem was not what Roblee believed the purchasing agent was giving him the opportunity to do. Roblee's actions and reading the bids, were they observed by the purchasing agent, and the resultant low bid could

have a harmful effect of greater importance than this one, even though it might be a large contract.

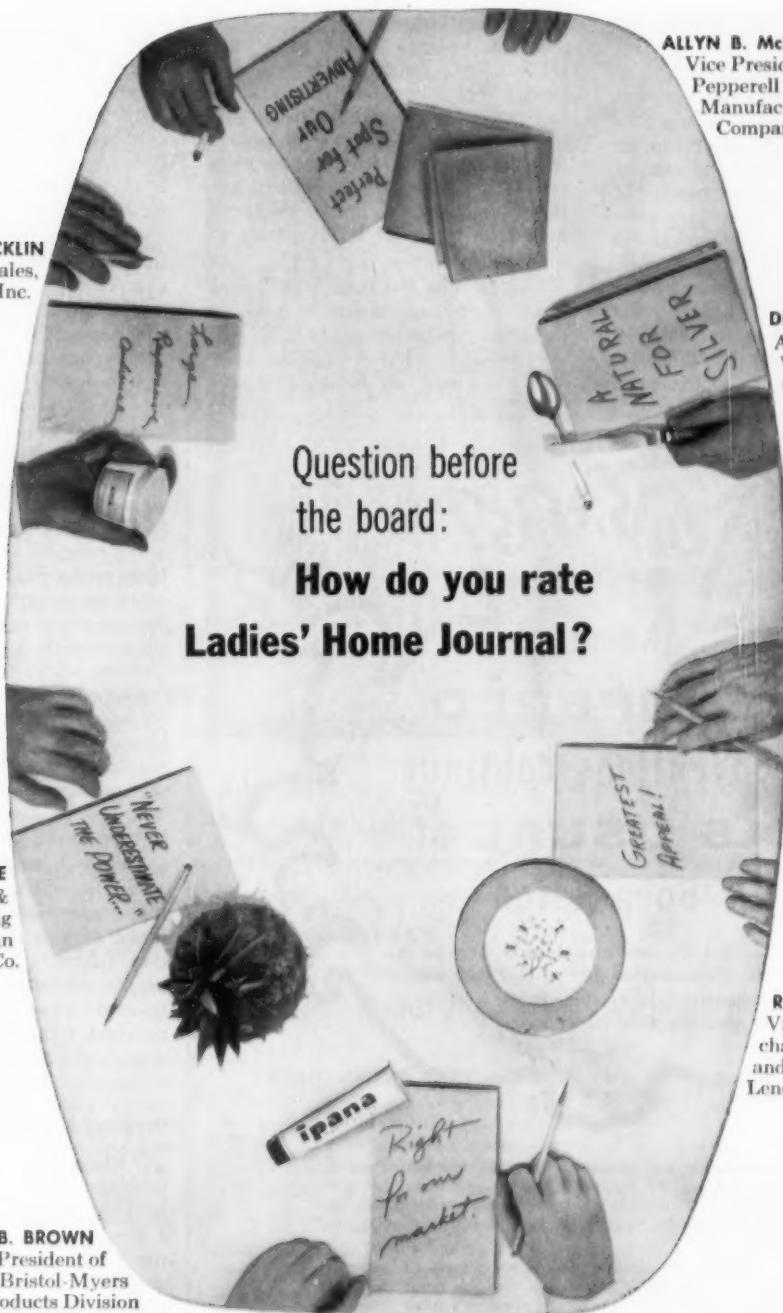
This is a thought-provoking article. A leader trained in the Incident Process, as taught by Western Training Services, could profitably use these cases with a group of salesmen. Such a group would improve their understanding of the ethics of selling and their techniques of decision-making.

By W. J. BURNETT  
SALES MANAGER  
KIRKLAND & ROSE LTD.  
VANCOUVER, B. C.

The sales situations described in the article are down-to-earth problems and easily read and understood. They nevertheless represent some very far-reaching ideas with regard to ethics in the selling field.

As to the problem of ethics in salesmanship, we should leave ethics on the plane of company management and direction rather than allow too much thinking along these lines by the salesman. In military parlance we separate the two fields of strategy and tactics. This may well be done in the field of selling. Let us say that management and the directive force must necessarily operate on a high ethical plane if the long-range view of growth and prosperity of any firm is to be considered. This force, we shall say, operates in the field of strategy.

I prefer to call the principles on which the salesman works "a behavior pattern which gets results." This does not mean that we throw principle and ethics out of the window, but merely that the salesman's duty lies in acting in a manner which brings best results to his firm. Salesmen will, of course, find out in due time that living by the Golden Rule is the only method by which they can build any lasting business and their ethics will be taken care of in the most practical manner.



**WAYNE HICKLIN**  
V. P. in Charge of Sales,  
Avon Products, Inc.

**ALLYN B. McINTIRE**  
Vice President  
Pepperell  
Manufacturing  
Company

**DUDLEY SANDERSON**  
Advertising  
Vice President  
Oneida, Ltd.,  
Silversmiths

**Question before  
the board:  
How do you rate  
Ladies' Home Journal?**

**HAL M. CHASE**  
Vice President &  
Director of Marketing  
Dole Hawaiian  
Pineapple Co.

**ROBERT J. SULLIVAN**  
Vice President in  
charge of Advertising  
and Promotion  
Lenox, Inc.

**ROBERT B. BROWN**  
President of  
Bristol-Myers  
Products Division

*Women have a world of their own...  
and a magazine of their own...*

*Ladies'*  
**JOURNAL**  
A CURTIS PUBLICATION

*...the world's largest women's magazine*

This Board consists of just a few of the blue-chip advertisers in Ladies' Home Journal. Yet collectively they represent over 150 years of steady advertising...hundreds of colorful pages...and millions of dollars invested in the Journal.

These gentlemen, like their fellow-advertisers, agree that women have a world of their own...and one magazine that reaches and sells this world better than any other.

In April, advertisers invested more money in the Journal than in any other April issue in Journal history—\$3,018,695. An indication that if you want to belong in a woman's world, you belong in the Journal.

Let me comment on the case histories as presented:

Case 1. This seems to be a very short and simple problem. A man can work properly for only one boss at a time. Secondly, the fact that Niemeyer owed Allison a past debt had nothing to do with the transaction which had been made by Adelman and the commission should have been remitted as soon as the transaction was concluded. Perhaps this would have had some effect in collecting the old bill, but that was a different matter entirely.

Case 2. I agree with the Oklahoma bakery sales manager quoted here.

The hardest thing is always to sell salesmen on some of the goods that are handled. From my own experience, I find that goods which do not find acceptance with the salesmen just fail to be sold. This type of passive resistance is easily recognized by most sales managers and proper steps are taken to remove the line or change it sufficiently to make it acceptable to the selling force.

Case 3. The action of Stan Belton was the practical action to take, although I am surprised at a \$4,000 differential in a bid of this size. Usually when one bid is so far under

another, a mistake of some kind has been made. This would therefore appear to be a hypothetical case or a question of some political involvement. Since we should all be doing our very best to keep Government business as clean as possible, on every level, we would applaud Mr. Belton for his action in this case.

Case 4. In the automobile business, this would seem to be a fairly common type of transaction. The whole pricing structure of automobiles at the present time seems to be completely out of line, with the result that only a very few cars are ever sold at list price any more.

Another point, automobiles are rarely sold these days but are dispensed out of showrooms much as ribbons from the ribbon counter. Many of my friends have remarked quite recently that they have never been approached outside of a showroom by an automobile salesman in the last six to eight years. This is not the case with the luxury line of automobiles, where a special type of salesman is employed. But this is certainly the case with regard to medium- and low-price cars. I wonder if it is not possible for a salesman to rise above the average, even in the automobile business, by going out and actually looking for business?

Case 5. In this one I certainly agree that the supplier had not taken the proper action in protecting his broker, Tom Burley. The supplier should have taken the action of phoning the offending broker immediately upon receipt of Mr. Burley's information and warning him that this practice should cease immediately.

#### Wrongs Never Right

Although my first reaction to the problem would have been the same as Tom Burley's, on second thought I would say that it is best to handle the situation through the principal supplier, as two wrongs can never make a right and usually serve to overcomplicate the whole situation.

Case 6. On bidding of this type where a firm price is demanded, I would say that all companies must protect themselves against untoward happenings and bid a high enough price to protect themselves. I do not consider it good buying to insist on a firm price on jobs of this type but again it is a policy which some purchasing agents follow and usually with the result that they cost their company money.

The purchasing agent should know his salesmen well enough to be able

the most  
**PAMPERED**  
conventions continue  
**AS USUAL** at  
Boca Raton

Boca Raton's new management hastens to assure convention groups that they will continue to be welcome at "the world's most beautiful resort estate."

Boca's championship golf course at the door, fast tennis courts, two Olympic-size swimming pools, ocean cabana club and deep-sea fishing fleet provide unsurpassed recreation; while our entertainment program includes nightly dancing, movies and special events.

A wide selection of well-equipped meeting rooms for groups from a score to 700 and a reputation for the finest in foods and beverages make Boca one of the country's most desirable convention hotels.

Boca is now booking for early May and fall of 1957, 1958, 1959 and spring of 1960, 1961 and 1962 on full American Plan basis. Write for dates and details on facilities to Convention Dept., MG-4.

STUART L. MOORE, President



*Boca Raton*  
Hotel and Club

BOCA RATON, FLORIDA

to trust them and to trust their prices. Where an escalator clause is necessary it should be just as apparent to the purchasing agent as it is to the company making the offer. Once again I think we must remove this problem from the field of ethics and strategy to the field of behavior and tactics. Actually the \$80 rebate amounted to a tactic which in the opinion of the salesman was a good risk on the basis of obtaining future business. This, then, was an \$80 investment in public relations and as such paid off happily for Mr. Lamb.

Case 7. It is common practice in most transactions of this type to attempt to ascertain the possible competition you are up against. Mr. Roblee was sent out on this errand and was able to determine the size of the bids which had already been presented. This was his duty and he did it most admirably. The ethics in this case have nothing to do with the salesman at all, but are certainly found wanting in the action of the purchasing agent.

Most salesmen have had experiences of this kind from time to time, and a purchasing agent of this type appears to attempt to clear his own conscience by not actually handing over the price of the size of the other bids, but of being absent from the office in just the manner described in this case and laying the onus on the shoulders of the salesman whose conscience need not bother him if he analyzes his own duty to his own firm. The duty of a purchasing agent in a case like this is quite plain and clear: He should guard all tenders with the greatest of care. If he chooses not to do this, then the salesman is completely at liberty to use what information he can garner on behalf of his own company.

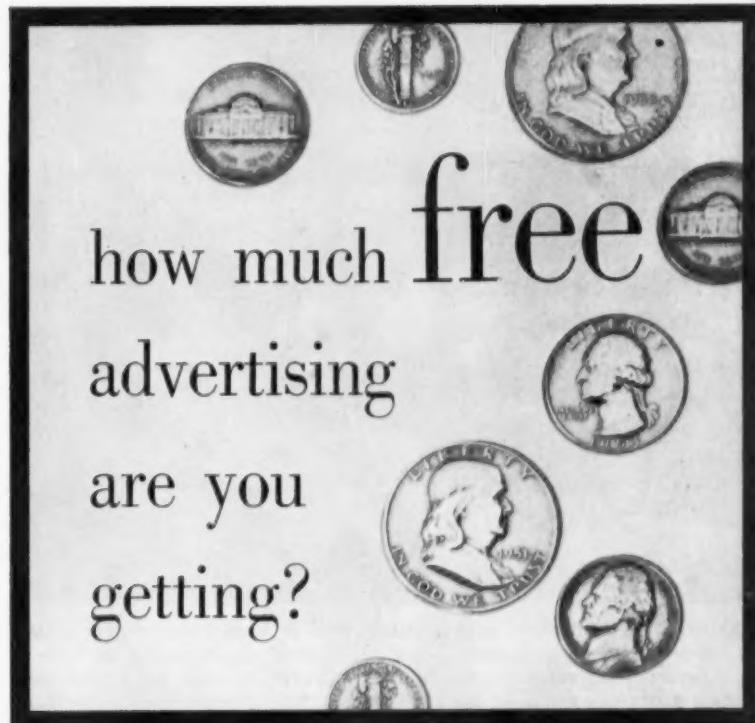
The End

### SPEA Chapter Formed

The ninth chapter of national Sales Promotion Executives Association has just been formed—in Pittsburgh.

SPEA, with offices at 220 W. 42nd St., New York 36, N. Y. now has chapters in New York, Chicago, Los Angeles, Boston, San Francisco, Detroit, St. Louis, Philadelphia (Delaware Valley), and Pittsburgh.

Officers of the new Sales Promotion Executives Association of Greater Pittsburgh are headed by R. P. Taylor, H. J. Heinz Co.



It happens every day—all over the country in widely scattered newspapers. A dealer decides to advertise your brand without benefit of co-op contract . . . a manufacturer advertises and without your knowledge tells the reader that he uses your "brand name" product in the fabricated item he offers. This is FREE advertising, and you should know about it.

Then, you can budget your paid space to better advantage. These ACB services can tell you what you are getting.

#### RETAIL STORE REPORTS



Provide accurate check-up of dealer tie-in advertising covering your own and/or competitive accounts. A widely-used service for determining sales policy and directing salesmen's efforts. Reports can show lineage; cost of space; city; publication; sales territory; dealer name; product and price advertised; mats used; totals and percentages.

#### TEAR SHEET SERVICE



Tear sheets are the basis of all research in newspaper advertising. ACB can furnish tear sheets containing advertising of any specified dealer or national advertising. ACB

tear sheets are complete pages and show position, full headline information, etc.

#### BRAND MENTIONS



ACB's Research Service that serves the large group of manufacturers and others whose trade names are promoted to the consumer as part of the advertising of other concerns. Widely used by producers of "name brand" fabrics; publishers; and many manufacturers in hard-goods lines.

#### ADDITIONAL SERVICES

11 additional services are available. Described in ACB Catalog sent free on request, or contact nearest ACB office.



### *The Advertising Checking Bureau, Inc.*

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER



**COORDINATED PROGRAM** is energetically sold by Good Housekeeping Promotion Department. Retailers, jobbers, and sales executives attended a luncheon in Sioux Falls, S. D., sponsored by the Argus-Leader, to hear David Neil, G-H assistant promotion manager, explain how the "Week" promotion can be made to pay off and how to take each of the steps to participate to the maximum.

**POINT-OF-PURCHASE DISPLAY** of Good-Housekeeping-guaranteed products is a key factor in the "Week" promotions for converting potential demand into sales at the retail level.



## Retailers Cheer Buying Waves Generated in "Good Housekeeping Weeks"

Media rivalries are forgotten in the promotional ventures currently being staged in behalf of G-H guaranteed products. In 34 such promotions in 24 cities, the newspapers billed national and local advertisers for 1,734,522 lines.

**ALICE B. ECKE**

"*Good Housekeeping Weeks*," in which the magazine and local newspapers cooperate in staging a splashy promotion, are a smash success.

The plan, now operating in its fifth consecutive cycle, has come up with documented sales results such as these:

- 40% sales increase for a department store.
- 162 customers in one day in one furniture store.
- 57% above the previous year, 34% above the previous week, reported by one of the country's top variety chains.
- Over 350,000 traffic-producing contest coupons returned to the par-

ticipating stores in Milwaukee, Wis.

The promotions, which are as carefully planned and blueprinted as an engineering project, win enthusiastic support from national advertisers and retailers for only one reason: The customers love them. Store traffic is a key factor, and through a unique merchandising tie-in participating retailers can get an accurate traffic count of the business brought to their stores.

Police were brought out to control the crowds that surged into Gimbel's in Milwaukee; 3,851 prospects visited 69 Koppers wall tile dealers; a beauty parlor in a third floor walk-up in Pittsburgh reported 316 customers.

*Good Housekeeping* has a bulging book of enthusiastic letters and telegrams from retailers documenting these results.

Pilot study for *Good Housekeeping* Week began in Mansfield, O., in April 1955. That year, on April 24, the *Mansfield News-Journal* came out with the biggest issue in its 70-year history: 116 pages featuring advertisements for the magazine's guaranteed products, paid for by local merchants. A special 64-page section was given over to *GH* and its advertisers. A total of 126 advertisers tied in for a total of 179,116 lines of plus advertising.

Since 1955 there have been 2,409,873 tie-in lines in the *GH* "Week" section. The promotion is staged twice a year, in the spring and in the fall. March, April, May and June are the months scheduled for the spring of 1957 "Week," and these newspapers are among those that have already participated or will participate in city-wide sales promotions: *Milwaukee Sentinel*—March 10; *Lynn (Mass.) Item*—March 18; *Mansfield News-Journal*—April 21;

# To sell more where more is sold ... it's FIRST 3 FIRST!



A walk on a windy hill in spring far from great cities can be a refreshing experience. But, for more sales in the nation's outstanding urban markets your heaviest advertising punch should be aimed at the greatest cities.

The FIRST 3 markets of New York, Chicago and Philadelphia account for 1/6 of Drug sales, 1/5 of Food sales, 1/5 of Furniture and Appliance sales, and more than 1/4 of total U. S. Apparel sales.

In these outstanding urban sales centers the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. Only FIRST 3 MARKETS delivers a saturating 62% family coverage of these 3 city and suburban markets where nearly 1/5 of all U. S. Retail Sales are made. To make your advertising sell *more* where *more* is sold . . . it's FIRST 3 FIRST!

Circulation in excess of 6 million.

The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News *Colorado Magazine*

Chicago Sunday Tribune *Magazine*

Philadelphia Sunday Inquirer *"Today"* *Magazine*

New York 17, N. Y., News Building, 220 East 42nd Street, MURray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-6043  
San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUnkirk 5-3557

this  
authoritative  
FREE BOOK  
will tell you if  
**DIRECT  
SELLING**  
is for you:



Should your company venture into the Direct Selling field? A mighty important question to ask yourself, Mr. Sales Manager. And, if you're interested in a direct, honest, card-on-the-table answer, it will pay you to read "The Truth About Modern Direct Selling" today's most authoritative text on modern Direct Selling. Here's the book that answers all your questions about this big, versatile \$9 billion Direct Selling field. You'll discover the real "reasons why" behind Direct Selling methods, basic costs, volume to be expected, rate of profit, how successfully Direct Selling accomplishes your objectives.

This amazing tell-all book is yours FREE by simply requesting it on your business letterhead. Write today to: SPECIALTY SALESMAN, The Magazine of Modern Direct Selling, 812-D, 307 N. Michigan Ave., Chicago 1, Ill.



### TOPS IN BUSINESS REMINDER ADVERTISING!

WHERE can you get your advertising message read in homes every day for two years for only pennies? Plastic bottle caps are the answer — today's finest and most productive reminder advertising!

These remarkable caps easily snap on and off all size soda and soft drink bottles keeping drinks fresh and alive with an air-tight seal.

Your firm name, trade-mark or advertisement is imprinted in gold or silver on each cap. Caps come in 6 colors: red, green, blue, yellow, white and black. Sold in bulk or packed 2 to

FREE SAMPLES! Write on your business letterhead for prices and samples of advertising caps ordered by leading national corporations time and time again.

**HEMAN ELY, JR.**  
DEPT. 41, P.O. BOX 62, LANCASTER, PENNA.

### Attention! MAGAZINE PUBLISHERS

We offer you full facilities plus centralized location for printing, binding and mailing your periodical publication, either sheet-fed multi-color letterpress, offset or web-fed offset. Ample paper supplies available.

For detailed information, write  
**M. F. A. Publishing Department**  
204 South 7th, Columbia, Missouri



IT'S OFFICIAL: Through Mayor's proclamations, G-H Weeks in many cities were made municipal events. This is Mayor David L. Lawrence of Pittsburgh proclaiming the "Week." The Sun-Telegraph was the cooperating newspaper.

*Battle Creek Enquirer & News*—April 28; *Lorain (O.) Journal*—April 29; *Wichita Beacon*—May 19; *Knoxville Journal*—May 19; *Charleston (W. Va.) Daily Mail*—May 19, and the *Peoria (Ill.) Journal-Star*—June 16. It is too early to tabulate this spring's lineage figures. Pattern for the "Week" is based on three selling powers: (1) *Good Housekeeping* guaranteed brands to create desire; (2) the local newspaper to create traffic in the retail store; (3) the local retail store to sell the

products during promotion "Week."

Highlights of the operation of this newspaper-magazine promotion:

To participate, the local newspaper agrees to publish a special section devoted to *Good Housekeeping* advertisers. There are some 800, representing 2,215 products. A list of eligible advertisers is turned over to the newspaper. Advertisers whose products are not guaranteed by *GH* may advertise the same day but not in the special section.

All the local merchant has to do to participate is to schedule an advertisement at the local newspaper's regular rate in the special *GH* section. Any of the 2,215 quality products that have earned the *Good Housekeeping* Guaranty Seal may be promoted.

To give the retailer a traffic count, there is a prize drawing. Each newspaper advertiser buys a coupon for his advertisement. This is filled in by customers, taken to the store and deposited in a coupon box supplied by *Good Housekeeping*. The drawing is held at the end of the week on the stage of the local theater. The first prize winner gets an all-expense trip to New York, or Europe or Bermuda or elsewhere, as the newspaper and *GH* may agree. Cost is split between the newspaper and *GH*. Second and third prizes, usually the magazine's guaranteed merchandise, are selected by the newspaper and *GH*. The cost is shared. Other prizes, 175 to 200, are provided by *GH*: cookbooks, sets of books on homemaking and needlework, reprints of editorials in attractive binders.



POWER OF COORDINATED PROMOTION to create traffic is proved by coupon returns (see article). Here's plenty of photographic evidence of what happened in Little Rock, Ark.

THE PETERSEN READER... two of a series



Petersen Automotive Readers...

## own more cars!

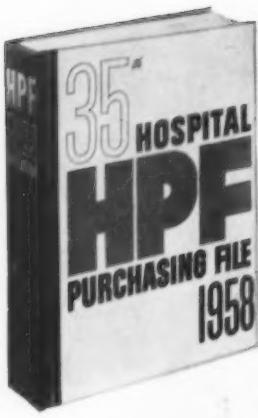
48.3% of all Petersen Automotive Group readers own two or *more* cars (against a national average of only 17.9%!) Many own three, four, even *five* cars! So in P.A.G. you not only reach more qualified prospects per advertising dollar... you reach more *cars* per prospect!

*From Bennett-Chaiken Survey, 1956.*



**THE PETERSEN AUTOMOTIVE GROUP—1,112,278 ABC Circulation\***  
*World's Largest Automotive Consumer Readership (\*Last six months, 1956)*

PETERSEN PUBLISHING COMPANY · 5959 Hollywood Blvd., Los Angeles 28, Calif. · HOLLYWOOD 2-3261  
DETROIT OFFICE: 1514 Book Bldg., Detroit 26 · WOODWARD 3-8660  
NEW YORK OFFICE: 550 Fifth Avenue, New York 36 · CIRCLE 6-1365  
MIDWEST OFFICE: 360 N. Michigan Ave., Chicago 1 · ANDover 3-6929

hospitals  
come here  
to buy  
  
your catalog  
filed here  
helps them  
buy from you

Since 1919 hospitals have relied on HOSPITAL PURCHASING FILE for buying information on the several thousand items used in everyday operation and maintenance for which they now spend \$2.2 billion annually. Administrators, architects, consultants and purchasing officers use it also for basic data on the general and special equipment needed for hospital construction—a 1957 market of \$775 million. Your catalog filed in HOSPITAL PURCHASING FILE will help them buy from you. The 1958 (35th) Edition is now in preparation—catalog space reservations close July 1. Write now for market details and full information on why and how to file your catalog in HOSPITAL PURCHASING FILE.



## HOSPITAL PURCHASING FILE

PURCHASING FILES, INC.  
919 N. MICHIGAN AVENUE, CHICAGO 11, ILLINOIS



Projector, record-player,  
screen, record, films, lenses  
and extension cord fit in a  
luggage-styled briefcase.  
Lightweight, compact!

**WRITE TODAY**

*Write today for facts on the SELL & TRAIN help you can get from the "Micromatic"*

DuKane Corporation, Dept. SMT-47  
St. Charles, Illinois

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE \_\_\_\_\_

FIRM \_\_\_\_\_

*Good Housekeeping* urges all its advertisers to support the promotion with advertisements in the special *GH* section of the local newspaper. The newspaper's advertising representatives are given a list of the advertisers to solicit them independently.

Full-page advertisements are scheduled by *Good Housekeeping* in *The Wall Street Journal*, *The New York Times*, *New York Herald Tribune*, *New York Journal-American*, *Chicago Tribune*, *San Francisco Examiner*, *Los Angeles Examiner* and other leading newspapers, listing all local newspapers participating in the promotion, and urging interested advertisers to get behind the promotions by advertising in these newspapers.

The same promotional technique is followed in leading business papers.

*Good Housekeeping* representatives go into each city where the "Week" is staged, to explain the promotion and make calls on retailers with local newspaper salesmen. To show how *GH* investigates products, a motion picture is made available, through the newspaper, to all local clubs and the chamber of commerce.

### Sales Aids

Each newspaper salesman is given a sales kit containing samples of *GH* advertisements, lists of eligible products, samples of sales tools and results of previous promotions.

*Good Housekeeping*'s Publisher Harry M. Dunlap, Vice-President and Advertising Director G. H. Chamberlain, Promotion Manager Wesley Bailey, branch managers and other executive staffers go into the city to work personally with local newspapers, call on merchants, speak before various groups, and talk with *GH* advertisers in the area to get them to participate in the promotion.

The local newspaper builds up to the event by giving it publicity four weeks in advance — movie trailers, newsstand and truck posters, local television and radio advertising and/or participations, letters to advertisers, breakfasts or luncheons for advertisers (*GH* sends a guest speaker).

Newsstand copies of *GH* going into the area are banded with "It's *Good Housekeeping* Week in (city), sponsored by (newspaper)."

Vast national radio and television network audiences have heard about *Good Housekeeping* Week over such programs as NBC's "Queen for a Day," starring Jack Bailey; "Tennessee Ernie Ford Show"; "Truth or Consequences"; "It Could Be You"; "Today," starring Dave Garroway; "Tonight," starring Steve Allen;

## How to hire 42,000 experts to speed your shipping



Poor Ed was adrift on a great raft of woe  
His shippers were tardy, his shipping was slow



Now Eddie's been rescued, his shipping speeds through  
He calls RAILWAY EXPRESS—the dependable crew!

## The big difference is

Here's what happens when you specify  
shipment by Railway Express—efficient teamwork  
speeds your shipping over every mile from pickup  
to final delivery. The entire Railway Express team—  
42,000 strong—has but one job, and that's to serve you.

That's why you can always depend on Railway Express,  
the complete rail-air shipping service. So, whether you're  
sending or receiving, here or overseas—call Railway Express.

You'll find it makes the big difference in speed,  
economy and safe, sure deliveries.



**Looking for a  
DEALER  
LOADER?**

**INLAND GLASS  
CARAFE SERVER**

Fine instant-coffee maker and all-round pitcher-plus. Wide mouth takes ice cubes for cool drinks. Also tops for coffee, tea, luncheon soup—any hot drink.

22-carat gold decorations fused in heat-resistant glass. Brass-plated heating stand. Two 8-hour candles. Complete—only \$4.00. Price maintained. See us for dozens of other idea items.

**BOOTH B-22  
PREMIUM  
SHOW**



Premium Division  
**CLUB ALUMINUM  
PRODUCTS CO.**  
1250 West Fullerton Ave., Chicago 14

**Looking for a  
CONTEST  
PRIZE?**

**INLAND CASSEROLE  
WITH WARMER**

Popular, smartly styled table accessory. Milk white casserole is oven-proof. Attractive tripod warmer base is bright copper or jet black. Comes with two 8-hr. candles. Retail \$4. Price maintained.

See us for dozens of other idea items

**BOOTH B22  
PREMIUM  
SHOW**



Premium Division  
**CLUB ALUMINUM  
PRODUCTS CO.**  
1250 West Fullerton Ave., Chicago 14

## **GOOD HOUSEKEEPING Promotion Summary (34 Promotions)**

### Retail Newspaper Advertising Linage

#### By Type of Outlet

OUTLET	LOCAL Lines	NATIONAL Lines
<b>*Building Material, Plumbing</b>		
Equip., Etc. ....	138,466	32,155
Department Stores .....	245,770	—
Drugs .....	65,750	13,480
Food .....	177,882	36,450
Furniture & Floor Covering .....	247,010	14,680
Hardware & Appliances .....	283,515	68,525
Household Supplies .....	—	9,950
Jewelry .....	43,920	—
<b>*Paint &amp; Wallpaper</b> .....	25,500	1,730
Shoes .....	40,135	—
Specialty Shops .....	64,782	—
All Other .....	138,242	86,580
Total: .....	1,470,972	263,550
<b>*Local Building and Paint Total:</b> .....	163,966	
<b>*National Building and Paint Total:</b> .....	33,885	

Source: Joseph O'Connor Co.

"Home," starring Arlene Francis; "Tie-Tac-Dough" and Radio Monitor; and CBS's "Good Morning Show," starring Will Rogers, Jr., and "Strike It Rich."

Special window and in-store display material is made available free of charge to merchants participating in the promotion. Featured in it are the *Good Housekeeping* Seal and the imprint "And see it advertised in the (name of newspaper)."

This is the fifth season that the *Good Housekeeping* city-wide promotions have been held since the first one in Mansfield, O. With this spring 1957 group, 43 promotions in 26 participating cities will have been run.

Linage figures\* for the Week sections already run break down this way:

<b>34 promotions in 24 cities</b>	
Local retail advertising .....	1,470,972 lines
National advertising .....	263,550 lines
Total advertising .....	1,734,522 lines
GH section editorial linage ..	675,351 lines
Total GH section linage ...	2,409,873 lines (1,026 pages)

\*Source: Joseph O'Connor Co.

Hundreds of enthusiastic reports on increased sales for retailers and manufacturers and increased linage in local newspapers are coming in. The retail sales reports represent dozens of different types of stores—food, fabric, appliance, cosmetics, home furnishings, specialty, super market, the corner drug store and the giant department store.

Says Wesley Bailey, *Good Housekeeping's* promotion manager and originator of the plan: "When a promotion-minded newspaper teams with us to harness the sales power of our Guaranty Seal mountains of merchandise start to move. Of course, the principal spark comes from the newspaper. We politely decline to work with any newspaper that isn't aggressive and hard-selling, and we are proud that nine out of 10 newspapers repeat the promotion annually.

"Everybody benefits. The newspapers sell ads, and bring a high-level prestige promotion to their towns. The retailers get traffic and volume without cut rates or price wars. The public gets quality guaranteed merchandise. And our advertisers know that this promotion, which only *Good Housekeeping* and its Seal can provide, moves their goods."

The End



## How Hot is Cold?

It's a matter of cold statistics that Pittsburgh is one of America's hottest markets. More than 3 million people spend over \$3½ billion annually. And it's equally true that only the Post-Gazette covers the whole selling front. It reaches 1 out of 2 families in the city zone, and almost 1 out of 3 of the 1,000-population places in the 50-mile market area. Our trusty trio—Hi Acceptance, Brod Coverage and Lo Cost are the reasons for this pleasant profit picture. And the reasons, too, that . . .

*YES! Something HAS Happened in Pittsburgh!*

## Pittsburgh Post-Gazette

*Fastest-Growing Newspaper in America's 8th Market*

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

# What Are Your Tough Problems—Now?

National Sales Executives, Inc., itself applies the tested techniques of its 28,000 members. For example, NSE has asked its members, through a questionnaire, to choose 15 out of 30 topics suggested as ones to be incorporated into NSE's convention in Los Angeles, June 4-7.

The 30 ideas were submitted by presidents of National Sales Executives clubs. Which of the 30 would you prefer yourself? You will be helping yourself and serving the cause of marketing if you will indicate your own preferences and send them to Robert A. Whitney, president, NSE, 136 East 57 St., New York 22, N. Y.

- 1 Your next ten years in marketing. With more and more emphasis placed on the marketing executive of a corporation, the problems ahead for sales and marketing management become of utmost importance.
- 2 How to get the most out of your advertising budget. With costs, and other factors continually rising, an important part of a sales executive's job is to find out how to get more out of his advertising budget.
- 3 Measuring results of advertising. In the past, advertising directors have found it very difficult to relate the results of advertising with direct results in sales.
- 4 How to reduce sales overhead. Increased costs are spiraling upward everywhere and the problem of reducing sales overhead is a major part of a sales executive's job.
- 5 How to set up sales operating budgets. The establishment of

budget and budget controls becomes a more and more important part of the sales executive's future operation.

- 6 Communication in a sales organization. The need for a better understanding of the problem of others in the organization makes communications one of the most important elements in the sales marketing organization.
- 7 How to get the most from sales meetings. More and more sales meetings are being held and ways and means of making them most productive are the constant problems of leaders in sales and marketing.
- 8 Establishing sales compensation plans which motivate salesmen's programs. Today it is recognized more and more that men do not work only for money. A study of compensation plans is recognized as the marketing executive's job.
- 9 Methods for controlling expenses in a marketing operation. New techniques and cost analysis in the area of over-all as well as field operations become exceedingly important in marketing operations.
- 10 How to use credit in expanding sales. The need for finding ways and means to get people to enjoy things while they are paying for them becomes a key factor in selling the great output of industry.
- 11 How to get men to take responsibility. It is recognized by everyone that delegating authority is possible. But to have people accept and take responsibility is a major problem in management.
- 12 Ways to develop an executive marketing team.
- 13 Where to find better dealers and distribution.
- 14 How to develop and apply good human relations.
- 15 How to develop an incentive plan for salaried personnel.
- 16 Determining price policy under competitive conditions.
- 17 How to train middle management.
- 18 Basic patterns of modern motivation.
- 19 How to handle paper work more effectively.
- 20 New techniques in the use of salesmen's call reports.
- 21 Getting salesmen to use aids.
- 22 How to plan and run an effective sales meeting.
- 23 Planning practical sales promotions.
- 24 Public relations as a sales tool.
- 25 What to do about competitive price cutting.
- 26 The responsibilities of the sales manager.
- 27 The influence of the salesman's wife.
- 28 How to recruit and interview your sales staff.
- 29 Planning and applying a sales training program.
- 30 Methods of sales supervision.

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National Representative: Story, Brooks & Finley

• Retail Representative: Kent Hanson, New York

• Southern Resort Representative: Hal Winter Company, Miami Beach

## It's Sales Chief's Job to Cut Costs

(continued from page 31)

Manufacturing engineer: "He wants an order."

Quality control supervisor, Charles E. Roberts: "You can't blame him."

Design engineer: "The competition had a flashy handle but went to a decal."

Mention of the competition is frequent in Westinghouse's East Springfield meetings. John Thomas points out: "We buy competitive products and dismantle them for study. Each part is analyzed for material costs, setup and running time of each operation, and equipment required."

The East Springfield vacuum cleaner operation, under the sales leadership of H. D. "Doug" Kelty, recently analyzed the vacuum cleaners of General Electric, Lewyt, Hoover, Apex and Eureka.

"Those not familiar with this procedure may think it unethical and draw the conclusion that it does not take much initiative to be in the appliance business," says Thomas. "Our competitors do the same thing with Westinghouse products. The race is close and some 17 large appliance firms have failed since 1945."

"The product sales manager's role is to put himself on record as to number of units to be produced, peak production rate required, features he must have to surpass competition, and selling price. Under his chairmanship the cost reduction meetings are allowed to wander into obscure technicalities or discuss the opinions of top management so long as our ideal of 'engineering profitable sales into the product' is served," Thomas explains.

Practical objections that may block some sales department cost reduction ideas are not confined to the area of production but may arise in matters of subsequent handling. At the fan meeting mentioned, an industrial en-

gineer could be heard agreeing with the sales manager that two grommets were each costing a fourth of a cent extra because they were stiff to assemble. "If we made them easier," he said, "they could fall out in transit and let the motor and blades drop."

Recently the fan committee took a cost short cut that proved to be a blind alley. Three expensive hand "guns" were purchased to side-step acquisition of three far more expensive machines. But apparently workers in the plant did not make effective use of them. The economizers now talk wistfully of what they could have done with machines.

Hand work will not soon be replaced in its important role of producing first samples of each cost cutting idea. As a result, panelists must often make a heavy contribution from their own imaginations before they can visualize the end result. Earlier this year the fan committee reduced the thickness of the metal frame of the "AC"—referred to as "the suitcase fan" because of its carrying handle. In the die that had been used for shaping the thick metal frame there was room for the thinner metal to form pleats at each corner that were not "ironed out" by the now oversize die. Some non-engineer panelists drew laughs by expressing the thought that new frills had been added.

At the next meeting the laugh was at the engineers' expense because their "homework" had been to conduct a test run of 400 revamped fan motors. Somehow they had managed to lose the whole 400 into the stream of regular production.

The good-natured criticism even extends on occasion to the East Springfield works manager, James R. Weaver. Recently when Anderson,

the fan department manager, was frustrated in a fan production saving he wanted to get on the cost books by February 15, he decided to practice his emergency formula: "save money in cartons."

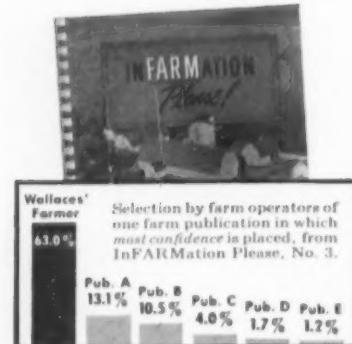
But a panelist assigned to get Weaver's approval for a cheaper fan carton reported, "He's a hard man to catch up with. Right now those glorified room air conditioners are our glamor department and have first claim on the packaging people."

It is the committee's conviction that a product should be tailored to the market instead of to the personal likes of the executives or their wives, for example. A Montgomery Ward & Co. buyer was quoted with relish not long ago as calling a Westinghouse competitor's policy into question. The reason: a saving of perhaps 70 cents is achieved by this competitor's use of one cross bracket as a motor mount instead of installing a complete "spider" such as Westinghouse prides itself on. The one bracket is too weak to hold the motor in transit and the saving is dissipated by the necessity of partially disassembling this model for packing. In addition, good will is lost at the store where it has to be reassembled — Westinghouse models do not.

Information of this type might never reach production if it were not for constant contact with the sales department in the cost cutting sessions. "Three years ago we worked independently," Massenburg relates. "There was wrangling. If manufacturing didn't do a good job, we would complain about 'lousy design' and that would be the end of it. Now good humor reigns. We may still complain but that is not the end of it."

The End

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Richard S. Pierce, Publisher ★ Des Moines, Iowa



"Very helpful to us—it shows how farmers make up their minds to buy." — Earl Hodgson, President; Aubrey, Finlay, Marley & Hodgson, Inc., Chicago.

# SALES GAINS AND LOSSES

Current operating statements show changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago.

Gains of 10% - 100% were recorded by about one third of the companies. Bulk of these gains—65—were in the 10% - 25% bracket. General American Industries scored a 100% sales gain, with American Seal-Kap of Delaware close behind (98%), and Siegler a good third (93%). Three in the 51% - 75% gain column: J. Ray McDermott, 71%; Arnold Altex Aluminum, 66%; American Potash and Chemical, 51%. Twenty-three companies moved forward in the 26% - 50% slot. Sales drops were registered by General Motors and Chrysler, Foremost Dairies, and Goodyear Tire and Rubber.

Key: f=fiscal year.

Company	Period	1956	1955
Aetna-Standard Engn.	6 mo.	\$ 20.5	\$ 14.5
Airtex Products, Inc.	1 yr. f	7.4	7.5
Allen Industries, Inc.	yr.	40.5	49.6
Allied Laboratories, Inc.	yr.	22.6	17.7
Allis-Chalmers Mfg. Co.	yr.	547.4	535.0
American Brake Shoe Co.	yr.	186.1	147.0
American Can Co.	yr.	771.6	714.7
American Cyanamid Co.	yr.	500.6	451.0
American Encaustic Tiling	yr.	10.5	8.7
American Felt Co.	yr.	13.4	14.6
American Hardware Corp.	yr.	30.5	29.1
American Hoist & Derrick	1 yr. f	30.7	21.3
American Potash & Chem.	yr.	41.7	27.7
American Seal-Kap of Del.	yr.	16.8	8.5
Armstrong Cork Co.	yr.	247.4	249.3
Arvin Industries, Inc.	yr.	64.6	67.4
Atlas Powder Co.	yr.	67.0	60.3
Automatic Canteen Co.	12 wks.	25.4	24.6
Avon Products, Inc.	yr.	86.8	68.9
Bausch & Lomb Optical	yr.	50.1	48.6
Beckman Instruments, Inc.	6 mo.	17.6	12.8
Beam (James B.) Distilling	6 mo.	33.1	27.5
Belmont Iron Works	1 yr. f	10.4	8.0
Bendix Aviation Corp.	3 mo.	161.0	143.5
Bestwall Gypsum Co.	6 mo.	14.0	31.5
Bigelow-Sanford Carpet	yr.	84.7	82.7
Borden Co.	yr.	876.9	810.1
Breeze Corps.	yr.	11.5	10.0
Bridgeport Brass Co.	yr.	163.2	172.9
Briggs & Stratton Corp.	yr.	78.1	58.1
Brown & Sharpe Mfg. Co.	yr.	38.7	29.3
Bruce (E. L.) Co.	6 mo.	15.0	17.8
Bryant Chucking Grinder Co.	yr.	10.1	8.6
Bullard Co.	yr.	42.0	30.2
Bunker Hill Co.	yr.	56.9	54.0
Canada Dry Ginger Ale	3 mo.	22.1	21.0
Carlisle Corp.	yr.	17.9	15.3
Carpenter Paper Co.	yr.	85.5	74.6
Castle (A. M.) & Co.	yr.	36.2	29.0
Central Foundry Co.	yr.	23.8	24.9
Chapman Valve Mfg. Co.	yr.	17.9	14.5
Chichasota Cotton Oil Co.	6 mo.	14.3	13.7
Chrysler Corp.	yr.	2,676.3	3,466.2
Clark Equipment Co.	yr.	145.3	131.2
Clorox Chemical Co.	6 mo.	20.1	18.6
Commercial Solvents Corp.	yr.	58.7	56.6
Consol. Cigar Corp.	yr.	72.8	61.7
Consol. Paper Co.	yr.	29.5	32.3
Container Corp. of Amer.	yr.	276.0	258.4
Contl. Baking Co.	yr.	284.2	244.0
Contl. Can Co.	yr.	1,010.3	929.4
Copper Range Co.	yr.	49.3	47.7
Coty, Inc.	6 mo.	13.5	14.1
Cribben & Sexton Co.	1 yr. f	15.2	12.9
Crucible Steel Co. of Amer.	yr.	263.9	237.7
Cunningham Drug Stores	3 mo.	12.9	12.6
D. W. G. Cigar Corp.	yr.	19.4	18.7
Dan River Mills, Inc.	yr.	122.3	91.7
Detroit Steel Corp.	yr.	123.3	101.8
Diamond T Motor Co.	yr.	45.4	37.9
Donnelley (R. R.) & Sons	yr.	109.6	96.4
Drewrys Limited, U.S.A.	yr.	26.2	25.8
Duncan Coffee Co.	yr.	48.5	39.6
Eastman Kodak Co.	1 yr. f (53 wks)	761.6	714.4
Eaton Manufacturing Co.	yr.	227.1	218.1
Elastic Stop Nut Corp. of Amer.	1 yr. f	23.3	20.8
Electrographic Corp.	yr.	23.3	20.6
Fairbanks, Morse & Co.	yr.	134.9	111.9
Fed. Sign & Signal Corp.	1 yr. f	11.2	10.6
Ferro Corp.	yr.	54.2	48.6

Company	Period	1956	1955
Master Electric Co.	yr.	25.7	21.3
Maule Industries, Inc.	yr.	22.9	22.1
Maytag Co.	yr.	113.0	93.0
McDermott (J. Ray) & Co.	9 mo.	45.3	26.5
McLouth Steel Corp.	yr.	163.9	144.9
Mead Corp.	yr.	168.3	150.5
Merck & Co., Inc.	yr.	172.4	157.9
Metal & Thermite Corp.	yr.	42.2	35.3
Minneapolis-Honeywell Reg.	yr.	287.9	244.4
Minn. & Ontario Paper	yr.	78.0	73.1
Mohawk Rubber Co.	yr.	15.1	14.3
National Gypsum Co.	yr.	151.8	148.2
National Homes Corp.	yr.	51.0	62.3
National Lead Co.	yr.	576.2	533.7
National Screw & Mfg.	1 yr. f	28.7	27.1
National Sugar Refining	yr.	172.0	144.8
New York Air Brake Co.	yr.	49.9	42.0
Northeastern Steel Corp.	yr.	15.7	12.7
Owens-Illinois Glass Co.	yr.	495.9	469.1
Penny (J. C.) Co.	yr.	1,291.8	1,220.0
Pfizer (Chas.) & Co., Inc.	yr.	178.4	163.8
Philip Morris, Inc.	yr.	326.8	283.2
Phillips-Jones Corp.	yr.	33.3	32.5
Pitney-Bowes, Inc.	yr.	43.5	39.2
Pittsburgh Screw & Bolt	yr.	36.7	33.8
Plymouth Rubber Co.	1 yr. f	18.3	16.7
Radio Corp. of America	yr.	1,127.7	1,055.2
Reynolds Metals Co.	yr.	405.2	384.8
Robertshaw-Fulton Contls.	yr.	72.6	64.0
Robertson (H. H.) Co.	yr.	58.3	51.9
Rockwell Spring and Axle	yr.	250.0	271.9
Rohm & Haas Co.	yr.	164.0	161.6
Schering Corp.	yr.	56.8	46.9
Scott Paper Co.	yr.	270.3	246.6
Searle (G. D.) & Co.	yr.	28.1	26.0
Seiberling Rubber Co.	yr.	46.6	45.9
Service, Inc.	yr.	42.6	58.6
Signode Steel Strapping Co.	yr.	45.7	42.7
Simonds Saw and Steel Co.	yr.	58.4	48.0
Sperry Rand Corp.	9 mo.	616.8	511.7
Spiegel, Inc.	yr.	130.4	129.9
Standard Brands, Inc.	yr.	473.2	400.6
Standard Coil Products	yr.	56.7	60.4
Sunbeam Corp.	9 mo.	98.1	84.9
Sundstrand Machine Tool	yr.	65.3	43.9
Sylvania Elec. Products	yr.	313.8	307.3
Symington-Gould Corp.	yr.	20.6	15.3
Thatcher Glass Mfg.	yr.	39.0	36.6
Titanium Metals Corp.	yr.	55.1	38.3
Tung-Sol Electric, Inc.	yr.	53.8	51.1
Union Lumber Co.	yr.	12.7	12.7
United-Carr Fastener Corp.	yr.	50.1	50.6
U.S. Gypsum Co.	yr.	265.0	258.6
U.S. Pipe and Foundry	yr.	118.8	111.2
U.S. Rubber Co.	yr.	901.2	925.5
U.S. Tobacco Co.	yr.	27.7	27.9
U.S. Vitamin Corp.	yr.	12.4	10.4
Vanadium-Alloys Steel Co.	6 mo.	13.0	10.3
Vick Chemical Co.	6 mo.	51.7	43.6

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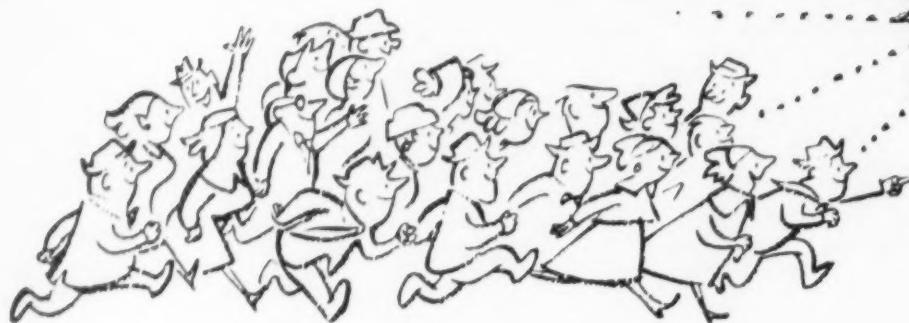
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## FUTURE SALES RATINGS BOARD



### High Sales in Second Quarter, That's the Outlook for Spring

By PETER B. B. ANDREWS  
*Consulting Economist*

Although optimism has waned in some areas, the over-all consensus of the Board of Analysts of Future Sales Ratings indicates that retail sales in the second quarter of 1957 will reach record-breaking levels estimated on the average 4% above those of the second quarter of 1956.

New high advertising expenditures, accompanied by record selling effort, for attractive modern products and directed skillfully to a public which has an unprecedentedly high (and prospectively rising) disposable personal income, are expected to more than counterbalance the effects of concern over tight money, high prices, consumer debt and the international situation.

The board's lack of pessimism on business for the months ahead is reflected in the fact that most of the leading industries tabulated on the opposite page are rated four stars or better (a very good relative outlook).

Spring consensus of reanalysis by this 307-man group of economists and marketing men on these industries' sales potentials brings for the second quarter of 1957 increased ratings for 5 industries and decreased ratings for 9. For the 12 months ahead, the consensus makes it increased ratings for 4 and decreased ratings for 12. It is emphasized that a pessimistic inter-

pretation must not be placed on these decreases; they largely reflect the rising comparative base of sales, making large gains in sales comparisons of 1957 vs. 1956 more difficult.

**Bases for high ratings . . .** Disposable personal income of the American public (income *after taxes*) is at a new high for this season of the year, exceeding an annual rate of \$295 billion, or about 4% more than in 1956 at this time.

Per capita disposable personal income is at a new annual high for this season of the year, exceeding \$1,730. For perspective, such income was \$1,698 a year ago, \$1,359 in 1950 and \$538 in 1939.

Employment is high for this time of year and present backlog of orders as well as new incoming orders in industry generally indicate a favorable employment level ahead. Wages have risen substantially over 1956 and they are at a new high per worker, with further gains ahead.

Farm income is running substantially ahead of 1956, and a gain of 5% to 10% is likely this year, putting the farmer in the best position to buy goods that has existed for some time. Soil-bank payments, good current asset-current liability position of the farmer and heavy sales

of surplus farm stocks to foreign nations brighten the agricultural picture.

Despite growing consumer debt, aggregate savings rose considerably in 1956 and now are at a new high. Liquid assets of individuals, including cash, bank deposits, savings and loan shares, exceed \$440 billion which, added to approximately \$310 billion more of corporate bonds and stocks, makes a sum total of about \$750 billion.

Total personal debt, including consumer debt, instalment debt, home mortgage debt, farm debt and life insurance policy loans, approximates \$160 billion—leaving almost half a billion dollars! That is more than 2½ times the total of all retail sales in 1956, totaling \$192 billion.

Corporations also have a new aggregate high of working capital exceeding \$112 billion, compared with \$105 billion a year ago. This indicates much of the wherewithal for developing new products, new ideas, new plants and expansion, a further swing to the advance of living standards.

Though plans for new plant and equipment expenditures in 1957 are reported by some as less exuberant than several months ago, the total this year is likely to be materially greater than the \$35 billion spent for

# FUTURE SALES RATINGS...for April 5, 1957

In the 112 industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

## How to Read the Table:

### Key to Relative Size Ratings

(By Industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

### Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	A	★★★★★	★★★★★	Luggage	G	★★★★	★★★★
Air Conditioning	E	★★★★★	★★★★★	Lumber & Wood Products	A	★★★★	★★★★
Air Transportation	E	★★★★★	★★★★★	Machine Tools	F	★★★★	★★★★
Aircraft Sales	C	↓★★★★	↓★★★★	Machinery (Agric.)	B	↑★★★★	★★★★
Atomic Energy	G	★★★★★	★★★★★	Machinery (Ind'l.)	D	★★★★	★★★★
Auto Sales (New)	A	★★★★★	★★★★★	Materials Handling	C	★★★★	★★★★
Auto Sales (Used)	E	★★★★★	★★★★★	Meats	C	★★★★	★★★★
Auto Service & Parts	B	★★★★★	★★★★★	Medical and Dental Care	C	★★★★	★★★★
Auto Tires	E	★★★★★	★★★★★	Metal Containers	E	★★★★	★★★★
Baking	D	★★★★★	★★★★★	Metals (Non-Ferrous)	E	★★★★	★★★★
Banks (Revenue)	E	★★★★★	↑★★★★	Motion Pictures	G	★★★★	★★★★
Beer	E	★★★★★	★★★★★	Musical Instruments	G	★★★	★★★★
Building (Heavy)	C	↓★★★★	↓★★★★	Office Equipment	C	★★★★	★★★★
Building (Residential)	A	★★★★★	★★★★★	Oil Burners	E	↓★★★	★★★
Candy & Chewing Gum	C	★★★★★	★★★★★	Oil (Cooking)	G	★★★★	★★★★
Canned Fruits & Veggies	E	★★★★★	★★★★★	Oil Equipment	D	★★★★	★★★★
Cereals	G	★★★★★	★★★★★	Packaging & Containers	E	★★★★	★★★★
Chemicals	A	★★★★★	↓★★★★	Paint	E	★★★★	★★★★
Cigarettes	G	★★★★★	★★★★★	Paper & Products	D	★★★★	★★★★
Cigars	G	★★★★★	★★★★★	Personal Care	E	↑★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★★★	Photographic Supplies	C	★★★★	★★★★
Coal (Anthracite)	F	*	*	Plastics	C	★★★★	★★★★
Coal (Bituminous)	D	★★★★★	★★★★★	Plumbing & Heating	F	↓★★★	★★★
Coin Machine Sales	D	★★★★★	★★★★★	Printing & Publishing Equip.	F	★★★★	★★★★
Commercial Printing	E	★★★★★	★★★★★	Radios	D	↑★★★★	★★★★
Cosmetics	E	★★★★★	↓★★★★	Railroad Equipment	B	★★★★	★★★★
Cotton Textiles	A	★★★★★	★★★★★	Railroads	E	★★★★	★★★★
Dairy Products	D	★★★★★	★★★★★	Refrigerators	E	★★★	★★★★
Department Stores	D	★★★★★	★★★★★	Restaurants & Bars	A	★★★	★★★★
Diesel Engines	G	★★★★★	★★★★★	Restaurant Equipment	D	★★★★	★★★★
Dinnerware	E	★★★★★	★★★★★	Rubber Products	E	★★★★	★★★★
Drugs & Medicines	C	★★★★★	★★★★★	Security Financing	F	★★★★	★★★★
Dry Cleaning	F	★★★★★	★★★★★	Shipbuilding	F	★★★★	★★★★
Education	F	★★★★★	★★★★★	Shoes	F	★★★★	★★★★
Electrical Eq. (Industrial)	C	★★★★★	★★★★★	Silk Textiles	G	*	*
Electrical Eq. (Consumer)	D	★★★★★	★★★★★	Silverware	G	★★★★	★★★★
Exports	A	★★★★★	★★★★★	Soap	E	★★★★	★★★★
Farming	A	★★★★★	★★★★★	Soft Drinks	F	★★★★	★★★★
Flour	D	↑★★★★	↑★★★★	Sports & Sporting Goods	C	★★★★	★★★★
Food Processing	A	★★★★★	★★★★★	Steel & Iron	A	★★★★	★★★★
Furs	A	★★★★★	★★★★★	Sugar	E	★★★★	★★★★
Gasoline & Oil	G	↓★★★★	↓★★★★	Surgical Equipment	E	★★★★	★★★★
Glass & Materials	C	★★★★★	★★★★★	Synthetic Textiles	E	★★★★	★★★★
Government Procurement	E	↓★★★★	↓★★★★	Television	E	★★★★	★★★★
Groceries	A	★★★★★	★★★★★	Toothpaste & Mouthwashes	E	★★★★	★★★★
Hardware	D	↓★★★★	↓★★★★	Toys & Games	G	★★★★	★★★★
Hotels	D	★★★★★	★★★★★	Trailers (Auto)	G	★★★★	★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★★	★★★★★	Travel & Vacations	G	★★★★	★★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel Overseas	D	★★★★	★★★★
Imports	C	★★★★★	★★★★★	Trucks	C	★★★★	★★★★
Instalment Financing	C	★★★★★	★★★★★	Utilities	D	★★★★	★★★★
Insurance	A	★★★★★	★★★★★	Utilities (Gas)	G	★★★★	★★★★
Jewelry & Watches	E	★★★★★	★★★★★	Utilities (Telegraph)	C	★★★	*
Laundries	F	★★★★★	★★★★★	Utilities (Telephone)	G	★★★★	★★★★
Liquor (Alcoholic)	C	★★★★★	★★★★★	Vacuum Cleaners	G	★★★	★★★
				Washers (Household)	F	★★★★	★★★★
				Woolens & Worsts	D	★★★★	★★★★

Note: Future Sales Ratings are especially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

new plant and equipment in 1956.

Industries within the economy always trend variously in differing degree; the comparative softness of residential housing, for example, is more than offset by strength in other segments. Heavy construction, which approximated \$22 billion last year should top \$23 billion this year, with gains over 1956 of about 30% in highway construction, irrigation-drainage 25%, bridges 20% and waterworks 10%.

Great need for roads, airports, schools, churches, health institutions, sanitation systems, public buildings as well as necessity for high foreign aid and large domestic defense expenditures point to much more spending by government entities—federal, state and municipal—in 1957-58 fiscal year, perhaps as much as \$6 billion over the \$69 billion budget expenditures estimated for the 1956-57 fiscal year.

Meantime, the Federal budget is balanced, even though expenditures are at the highest level in peacetime history.

Huge production capacity of this nation and the manufacturing genius of our businessmen are expected to keep inflationary price trends within bounds! Contrariwise, if there is clear evidence that the Federal Reserve Board's tight money policies designed to contain inflation are, in fact, bringing recessionary tendencies, money rates would be eased at once.

In any case, great pressure is on now by the automotive, housing and other durable goods industries to have the Government ease money rates, and it is likely that the peak of the tight money squeeze has been seen.

Government influence, both as to its record spending and money-rate control is extremely important—and certainly the Government will not deliberately arrange these to cause a recession. Government spending in all its ramifications is likely to amount to about 25% of gross national product this year.

Fundamentally, markets are people, and the soaring population rate assures growing markets. By the end of 1957, this country's total population will approximate 173 million, compared with 169,661,000 on Jan. 1, 1957.

**On the other side of the scale,** bases for pessimism include:

Tight money rates have restricted many lines both from the viewpoint of obtaining reasonable financing (or any financing) for expansion of plant and equipment and from the standpoint of the consumer financing purchases through credit. Particularly af-

fected are autos, housing and other durable lines.

Official campaigns against high prices as well as greater difficulty of financing and concern over international tension have tended to reduce plans for immediate expansion of plants and equipment. There is some feeling that if prices cannot be raised, profit margins will be reduced—therefore, now is a poor time to expand.

Profit margins on sales of manufacturing corporations declined from 5.2% in 1949 to 3.6% in 1955 and 3.4% in 1956.

Rising costs, including labor, materials, rentals, financing, are placing a heavy squeeze on profits, which are further pressed by exceptionally keen competition.

Taxes remain high, and there is no prospect of an early substantial reduction.

It is possible that inventory demand may decline at the same time as capital demand. For the past two years business has been adding to its stock of goods on hand, and this rise in inventories has added to the demand for goods. Non-farm inventories rose \$3.8 billion in 1955 and \$3.6 billion in 1956. Stocks of goods on hand have risen faster than sales in some lines. Business inventory accumulation may be reduced somewhat in 1957.

Expenditures for new plants and equipment in the last decade have hit the enormous record-breaking total of \$254 billion. Capacity for the time being is considered by some as more than ample in some lines, thus tending to retard large additional plant and equipment expenditures.

Although the rate of increase has slowed down and the rise is consistent with advances in national income, personal debt nevertheless is at a new high and a cause of worry to some analysts.

Some marginal buyers in the big basic auto industry are reported as priced out of the market and now awaiting more favorable prices and financing rates.

### Why Ratings Rose . . .

#### Banks (Revenue):

High interest rates enable the more profitable use of working capital from two standpoints—loans to business and the public and investments in bonds and stocks at the highest yields in some time. Rise of one star in the long-term rating brings it to four stars.

#### Farming:

Farmers' equity (debts, less assets)

reached a new high of \$155 billion in 1956, a rise of almost \$4 billion over 1955. All-time-high exports of farm products now in progress as well as high domestic consumption and success of the soil-bank program will improve the farmer's buying power further. Net farm income of \$11.7 billion in 1956 was 5% higher than 1955, the first improvement in five years. Near- and long-term ratings up one each to five stars.

#### Machinery (Agric.):

Reflecting the improvement in farming, described above, sales of farm machinery are scheduled to improve. Near-term rating up one, to five stars.

#### Personal Care:

New, improved products, attractively packaged, backed by record-breaking advertising and selling expenditures, combine with strong trend to improved living standards to make new rating for short term up one star, to five stars.

#### Radios:

Transistors have given the radio industry a substantial fillip through the production of smaller, attractive personal sets—at a time when the gradual downturn in the radio industry had about hit bedrock in any case. Near- and long-term ratings each advanced one, making new ratings four stars.

#### Shipbuilding:

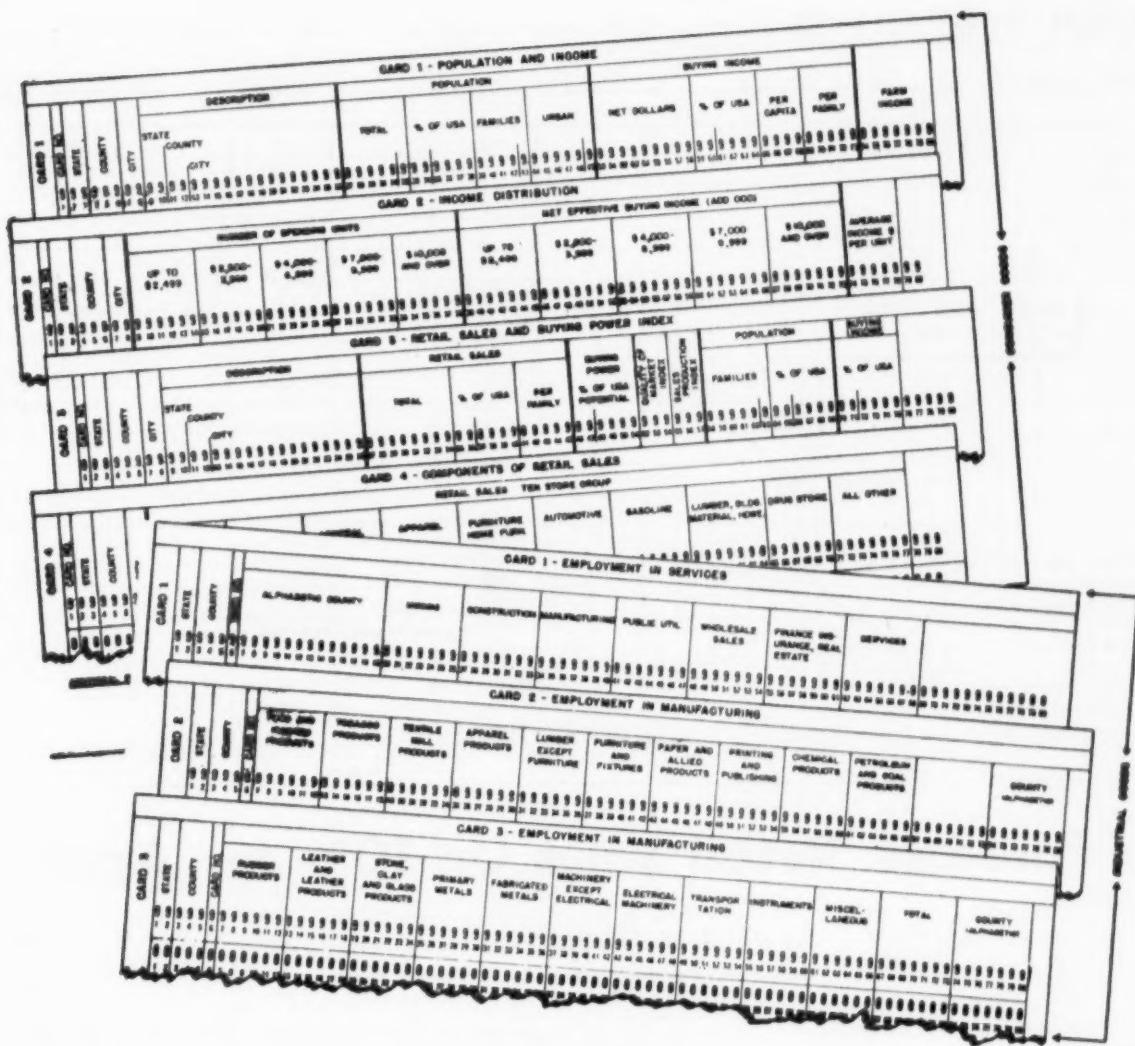
New orders for atomic-powered craft and the rising need for orthodox craft, oil-tank shortages as well as increased interest in large pleasure craft promise better times for ship-builders. Rise of one star each in near- and long-term prospects make new ratings five stars each.

### Why Ratings Decreased . . .

A number of individual ratings have been reduced, as indicated by the arrows on the tabulation page of Future Sales Ratings. These include: aircraft sales, building, chemicals, commercial printing, glass and materials, hardware, machinery (industrial), oil burners, plumbing & heating, shoes, synthetic textiles, and woolens & worsteds.

Reductions are explainable uniformly in each of these instances and are not to be considered pessimistically significant, since they have been effected because the comparative records of these industries in the preceding year are so high as to make it more difficult now to attain great sales gains over them.

The End



## Use them for fast, Automatic territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

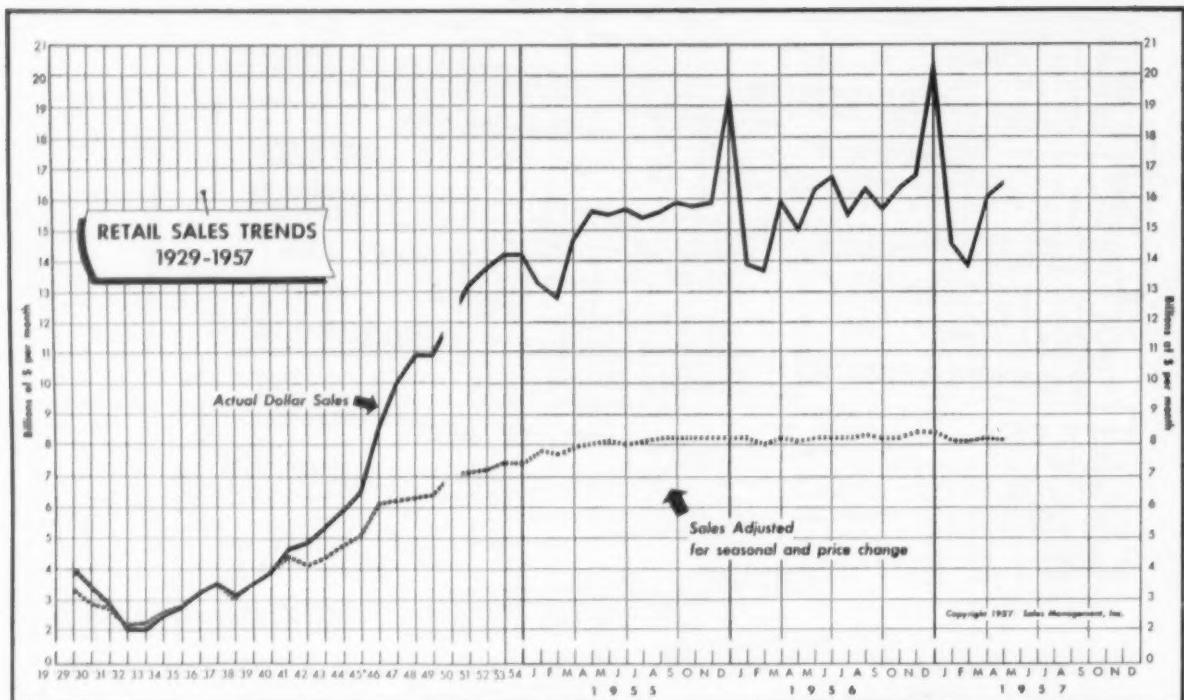
More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC. 432 Fourth Avenue, New York 16, N.Y. (Telephone Mu. 4-3559).

**MARKET STATISTICS, INC.**  
RESEARCH CONSULTANTS TO SALES MANAGEMENT  
432 Fourth Ave., New York 16, N. Y. Mu-4-3559

## HIGH SPOT CITIES



## Forecast: Retail Sales Up 10% for April

By DR. J. M. GOULD, Research Director  
Sales Management's Survey of Buying Power

The volume of retail sales in April will be about ten percent higher than that of last April, the highest recorded monthly gain in over eighteen months. However, before we toss our hats in the air in celebration of a regeneration of a retailing boom, we must note a whole series of qualifica-

tions. In the first place, the presence of an extra selling day in April of 1957 accounts for a two percent gain over April of 1956. Then again, sales for Easter falls in April this year, but fell in March of last year, accounting for an estimated three percent gain in current sales. Then, the price rise

since last April would account for more than three percent of the increase in current dollar volume. So, after all technical adjustments, we see that unit volume sales are up over last year by only two percent.

And even this small gain rests squarely on the ability of auto dealers

### Retail Sales Box Score

	2-Month Totals		% Change	February		% Change
	1957 \$ Millions	1956 \$ Millions		1957 \$ Millions	1956 \$ Millions	
Food	7,456	6,963	+ 7.1	3,618	3,446	+ 5.0
Eating & Drinking Places	2,135	2,125	+ 0.5	1,039	1,041	- 0.2
General Merchandise	2,578	2,549	+ 1.1	1,250	1,271	- 1.7
Apparel	1,471	1,388	+ 6.0	686	667	+ 2.8
Furniture & Appliances	1,511	1,518	- 0.5	735	757	- 2.9
Lumber, Building, Hardware	1,667	1,684	- 0.1	837	849	- 1.4
Automotive	5,958	5,556	+ 7.2	2,961	2,812	+ 5.3
Gasoline Service Stations	2,211	1,996	+ 10.8	1,074	983	+ 9.3
Drug & Proprietary	956	910	+ 5.1	468	451	+ 3.8
* Total Sales	29,079	27,552	+ 5.5	14,190	13,686	+ 3.7

\*Includes data for kinds of businesses not shown in above nine categories.

to boost new car sales this month in accordance with the build-up in seasonal demand. The months of April, May, and June will show whether 1957 goes down in history as a good or bad automotive year. For the first quarter, total automotive sales (new and used cars) have been averaging gains over the corresponding period of 1956 of the order of seven percent. But this doesn't begin to compare with 1955 sales volumes. ("Now THERE was a year," as Detroit would say.)

There is plenty of evidence of feverish dealer activity to meet this challenge, of the kind peculiar to the industry. The use of fictitious or inflated list prices on new cars and accessories in order to offer liberal trade-in allowances has become so widespread and commonly acknowledged that one wonders who, if anybody, is taken in by the practice. The answer seems to lie both in the "psychology" of the typical new car buyer and, in addition, a price pack plus a generous trade-in allowance which would permit a buyer to make a down payment he otherwise would not have in cash.

The fact however, that automotive buying requires such "hard sell" techniques is not too good an omen for the second quarter. Steel output declined in March and is expected to continue declining in April and May as a result of the failure of auto sales to live up to year-end industry expectations.

Confirmation that 1957 will not break any auto sales records comes from the annual Federal Reserve Board poll of consumer expenditures, in which the same proportion (sixteen percent) reported plans to buy new or used cars in 1957 as did in 1956. The poll also indicated no great change in consumer expenditures for all major items, although in general, consumers had good reports on their income status. About forty percent said they are better off now than a year ago, and forty percent (not necessarily the same forty percent) also reported expectations of income gains in 1957. This certainly constitutes a favorable background for retailing over the coming months.

Among the states expected to report better-than-average performance for this April as compared with last April are:

Arizona	Idaho
California	Nevada
Florida	New Mexico
Oregon	

The leading cities, those with a

City-National Index well above average are:

San Diego, Cal.	120.7
Appleton, Wis.	117.0
San Jose, Cal.	115.8
Sacramento, Cal.	114.2
Orlando, Fla.	113.3
Galveston, Texas	113.2
Miami, Fla.	111.0
Trenton, N. J.	110.9
Phoenix, Ariz.	110.1
Lawrence, Mass.	109.8
Mobile, Ala.	109.3
Savannah, Ga.	108.8
Oakland, Calif.	108.5
Fort Lauderdale, Fla.	108.3
Portland, Ore.	108.1
Bartlesville, Okla.	108.0

dividing the index figure of the city by that of the nation.

*The Dollar Figure, "\$ Millions,"* gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

*Suggested Uses for These Data* include (a) special advertising and promotion drives in spot cities (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and fore-stalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1956 which equals or exceeds the national change.

#### RETAIL SALES FORECAST (S.M. Forecast for April, 1957)

City	City			\$
	Index	City	Nat'l.	
1957	1957	1957	(Million)	
vi.	vs.	vs.	February	
1948	1956	1956	1957	

#### UNITED STATES

154.1 110.0 100.0 16,532.00

<b>Alabama</b>	157.2	113.1	102.8	211.27
★ Birmingham	147.2	111.0	100.9	41.19
★ Florence-Sheffield-				
Tuscumbia	190.1	116.7	106.1	6.92
Gadsden	133.2	104.8	95.3	5.66
★ Mobile	184.3	120.2	109.3	20.91
Montgomery	169.3	106.6	96.9	14.42

<b>Arizona</b>	209.5	119.0	108.2	113.14
★ Phoenix	206.3	121.1	110.1	35.22
★ Tucson	218.7	113.4	103.1	19.27

<b>Arkansas</b>	132.7	105.9	96.3	118.12
Fort Smith	147.6	104.9	95.4	7.54
Little Rock	150.6	105.5	95.9	20.78



## NORWALK MARKET PROFILE:

# MORE INCOME MORE SPENDING MORE SALES

The Norwalk market is one of the country's best known examples of gracious countryside living—31,800 families with \$8,148 average income.

They spend \$155,468,000 of their \$259,113,000 for retail goods—an average of \$4,889 per family . . . while retaining a huge reserve of discretionary buying power.

Whether you're selling staples or luxuries—seeking quantity or quality—you're sure of success in the Norwalk market . . . if your approach is right. The correct approach? The Hour of course, miles ahead of any incoming paper in coverage and readership.

## The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.  
City Zone (60,425)

57% Coverage of  
The Trading Area

Represented by

The Julius Mathews Special Agency, Inc.



" . . . and butter . . . and eggs . . . and baby food . . . they all add up to

# \$28,476,000

and that's what Stamford's housewives spend for food!"

Make your brand name a must with Stamford housewives — by using the Advocate's 97% unmatched coverage of Stamford homes. It's the only way.

## Stamford Advocate STAMFORD, CONN.

Represented by

The Julius Mathews Special Agency, Inc.

APRIL 5, 1957

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR APRIL, 1957



### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

City	City	City	Nat'l.	\$
	Index	Index	Index	(Million)
1957	1957	1957	1957	
vs.	vs.	vs.	April	
1948	1956	1956	1957	

### Iowa (cont.)

Dubuque	113.9	106.6	96.9	5.82
Sioux City	121.6	102.3	93.0	11.36
Waterloo	131.8	107.7	97.9	9.20

### Kansas

Hutchinson	119.6	104.6	95.1	5.17
Kansas City	145.9	106.0	96.4	12.95
Topeka	172.5	108.6	98.7	13.08
Wichita	194.4	107.5	97.7	32.31

### Kentucky

Lexington	137.3	111.7	101.5	11.14
Louisville	152.9	105.3	95.7	50.94
Paducah	147.5	106.3	96.6	5.06

### Louisiana

Baton Rouge	213.4	114.1	103.7	20.53
Lake Charles	232.1	109.5	99.5	8.52
Monroe-West				
Monroe	171.3	111.4	101.3	8.63
New Orleans	163.8	113.7	103.4	68.40
Shreveport	157.5	105.2	95.6	19.80

## AUTOMOTIVE ADVERTISERS:

### THESE Results Write-Off Your Ad Costs—Fast!

Biddeford-Saco automotive dealers' sales are 70% above average proportions! Total sales—\$12,070,000—account for 57% of York County's automotive volume.

Automotive advertising pays off handsomely in Biddeford-Saco—when you use the only medium that brings buyers and dealers together—the Biddeford Journal, read daily in 90% of Biddeford-Saco homes.

## THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

IN THE STATE-SIZE

## PORTLAND, MAINE MARKET

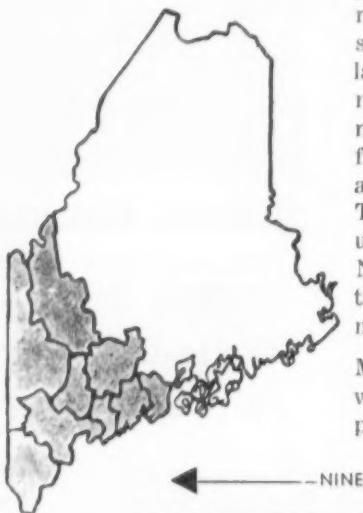
**\$640,970,000**  
**RETAIL SALES**

When it comes to buying, families in Portland's nine-county sales area need no coaxing. They're laying their cash on the line—pushing it cross retail counters—freely. Family sales are \$233 above the U. S. average.

Which means they are buying your product aplenty—though maybe not your *brand*. If you're running behind your competition in the big Portland market, you can improve your standing by using the Portland Newspapers—recognized nationally as a RESULT medium . . . a year-after-year favorite with advertisers and agencies when they're testing.

They *know* that if their product's right, the Portland Newspapers will *sell* it . . . throughout this responsive nine-county market.

Move ahead — stay ahead — with the Portland Newspapers.



NINE-COUNTY SALES AREA

**\$640,970,000 RETAIL SALES**  
**\$3,939 PER FAMILY**

## PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR APRIL, 1957 •

### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	
vs.	vs.	vs.	April
1948	1956	1956	1957

<b>Maine</b>	141.3	107.7	97.9	86.46
★ Bangor .....	153.5	112.0	101.8	6.66
Lewiston-Auburn	128.8	104.8	95.3	7.03
Portland .....	136.5	105.7	96.1	12.31

<b>Maryland</b>	167.1	106.1	96.5	258.02
Baltimore .....	138.8	104.8	95.3	116.53
★ Cumberland ..	130.0	112.8	102.5	5.79
★ Hagerstown ..	175.0	110.7	100.6	6.90

## Sell the Families Who Set the Buying Pace in Maine

Kennebec families set a fast buying pace—spend \$860 more than the average Maine family. Their purchases hoist the county's total up to \$114,000,000—and score the highest sales production index . . . by far . . . of all Maine's counties.

Maine's first families are preferred prospects for your brand—and the one sure medium for influencing their shopping decisions is the Augusta Kennebec Journal—the family newspaper in Augusta (state capital and county seat) and in the surrounding county.



AUGUSTA

KENNEBEC JOURNAL

AUGUSTA, MAINE

Represented by The Julius Mathews  
Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR APRIL, 1957 \*



### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

	City	City	Nat'l.	
Index	Index	Index	\$	
1957	1957	1957	(Million)	
vs.	vs.	vs.	April	
1948	1956	1956	1957	

### Massachusetts

150.0	108.0	98.2	515.59
Boston .....	136.0	105.8	96.2
Brockton .....	140.2	108.4	98.5
Fall River .....	115.6	101.9	92.6
Holyoke .....	142.3	108.4	98.5
★ Lawrence .....	139.3	120.8	109.8
★ Lowell .....	130.2	112.1	101.9
Lynn .....	130.8	107.7	97.9
New Bedford .....	124.3	103.2	93.8
Pittsfield .....	144.7	107.8	98.0
Salem .....	139.0	107.0	97.3
Springfield .....	145.6	108.6	98.7
★ Worcester .....	138.8	110.0	100.9
			25.34

### HERE'S WHY WATERVILLE'S FOOD SALES ARE 103% ABOVE AVERAGE

Above-average income has something to do with it. But the factor that really boosts Waterville's food sales almost \$5,000,000 above average volume is the city's role as the shopping hub for northern Kennebec and Somerset counties.

Waterville rates a first-class selling job—a schedule in the Sentinel, which covers the city completely, places even more circulation in the trading area homes . . . gives your advertising a broad solid impact on this \$30,396,000 food market.

### Waterville Sentinel

WATERVILLE, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

APRIL 5, 1957

### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

	City	City	Nat'l.	
Index	Index	Index	\$	
1957	1957	1957	(Million)	
vs.	vs.	vs.	April	
1948	1956	1956	1957	

### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

	City	City	Nat'l.	
Index	Index	Index	\$	
1957	1957	1957	(Million)	
vs.	vs.	vs.	April	
1948	1956	1956	1957	

### Michigan

Battle Creek .....	133.2	103.5	94.1	7.80
Bay City .....	154.4	109.1	99.2	7.81
Detroit .....	134.9	106.5	96.8	228.96
Flint .....	171.9	98.5	89.5	27.47
Grand Rapids .....	154.2	106.5	96.8	29.96
Jackson .....	142.9	102.4	93.1	9.25
★ Kalamazoo .....	181.9	115.1	104.6	14.61
Lansing .....	154.4	101.6	92.4	17.69
Muskegon .....	155.3	107.8	98.0	9.34
Pontiac .....	181.5	103.8	94.4	13.58
Port Huron .....	138.2	102.2	92.9	5.96
Royal Oak .....	123.6	104.3	94.8	11.35
Frondale .....	232.3	108.1	98.3	15.63
Saginaw .....	160.7	107.7	97.9	13.74

### Minnesota

Duluth .....	131.5	109.6	99.6	13.08
Minneapolis .....	132.4	109.1	99.2	77.74
St. Paul .....	122.4	104.8	95.3	40.21

### Mississippi

Jackson .....	147.7	105.9	96.3	122.40
Meridian .....	164.5	104.4	94.9	13.63
	158.8	107.6	97.8	5.24

### Missouri

Joplin .....	140.8	107.6	97.8	409.54
Kansas City .....	131.9	107.7	97.9	5.69
St. Joseph .....	122.2	107.8	98.0	74.59
St. Louis .....	125.7	107.6	97.8	8.45
Springfield .....	126.7	105.8	96.2	100.93

### Montana

Billings .....	142.6	110.0	100.0	70.50
Butte .....	152.9	103.3	93.9	7.26
Great Falls .....	152.1	112.9	102.6	6.01
	154.6	112.5	102.3	7.48

### Nebraska

Lincoln .....	124.9	104.2	94.7	134.98
Omaha .....	133.4	105.1	95.5	12.98
	131.5	103.1	93.7	33.05

### Nevada

Reno .....	230.1	117.9	107.2	37.93
	193.5	117.2	106.5	13.44

### New Hampshire

Manchester .....	149.3	110.2	100.2	56.77
Concord .....	143.2	109.1	99.2	9.95
	158.6	110.7	100.6	4.73

### New Jersey

Atlantic City .....	160.5	109.7	99.7	579.99
Camden .....	120.4	104.2	94.7	11.62
Elizabeth .....	132.3	103.1	93.7	15.10
Jersey City .....	132.2	107.4	97.6	13.04
Hoboken .....	116.4	102.1	92.8	26.41
Newark .....	123.6	107.8	98.0	58.43

### New Jersey (cont.)

Passaic-Clifton .....	160.4	111.7	101.5	17.48
Paterson .....	132.4	111.7	101.5	19.77
Trenton .....	189.1	122.0	110.9	25.68

### New Mexico

Albuquerque .....	216.4	117.6	106.9	84.69
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### New York

Albany .....	141.6	108.7	98.8	1,680.18
Binghamton .....	133.8	106.7	98.8	19.89
Buffalo .....	123.6	104.3	94.8	11.35
Buffalo .....	144.2	115.1	104.6	77.53
Elmira .....	127.1	103.3	93.9	7.55
Hempstead Town-ship .....	267.7	189.2	99.3	87.65
Jamestown .....	119.4	104.6	95.1	5.72
New York .....	124.9	107.1	97.4	818.08
Niagara Falls .....	149.5	109.2	99.3	11.91
Poughkeepsie .....	149.8	106.7	97.0	8.09
Rochester .....	149.2	109.8	99.8	50.83
Rome .....	175.2	114.1	103.7	5.17
Schenectady .....	136.2	107.8	98.0	14.32

### Detour AT YOUR OWN RISK

You run a costly risk when you try to sell the Little Falls market with the tail-end circulation of outside newspapers. It can't be done . . .

The Little Falls Times alone does the job—and thoroughly . . . reaches 75% of the 9,000 families who spend \$31,800,000 in Little Falls and surrounding communities, including \$8,610,000 for food \$5,700,000 for automotive products. You may be selling without the Times, but not in the Little Falls market.

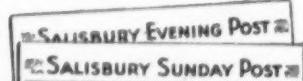
### Little Falls Times

LITTLE FALLS N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

## A Great Newspaper in a Great Market

A fact which you can learn, with profitable pleasure, by giving the Salisbury Post a trial. It's the only newspaper in the market. All outside state metropolitan papers combined give you but a fraction over 3000 circulation in the whole of Rowan County. The Post gives you over 17,000 responsive, able potential customers. Try the Post. You'll be glad you did.



Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

**SALISBURY, NORTH CAROLINA**

IN OHIO . . .

## Automotive Advertising Goes Furthest in **ELYRIA**

Elyria is the automotive sales hub of Ohio. No other metropolitan center in the state can match its production of automotive sales—more than 2½ times average volume . . . a big 40% of the metropolitan county's \$44,202,000 total.

To realize your automotive sales goal in Ohio this year, make sure Elyria—and the Chronicle-Telegram—are on your must list. They're Ohio's prize-winning automotive sales team.

### Chronicle-Telegram "The Family Newspaper"

## **ELYRIA, OHIO**

Circulation 22,094 ABC 9.30.56

DOUBLE the Number of City Families

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR APRIL, 1957

### RETAIL SALES FORECAST (S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	vs. vs. vs. April
1948	1956	1956	1957

### RETAIL SALES FORECAST (S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	April
1948	1956	1956	1957

Oregon	148.4	117.3	106.6	194.23
Eugene	134.0	102.7	93.4	8.75
★ Portland	145.7	118.9	108.1	68.64
★ Salem	137.3	113.2	102.9	8.44

### Pennsylvania

City	142.0	110.0	100.0	1,038.42
Allentown	141.2	109.1	99.2	16.46
Altoona	118.8	108.5	98.6	7.53
Bethlehem	133.0	107.1	97.4	6.77
Chester	150.7	107.4	97.6	9.75
★ Harrisburg	151.4	110.7	100.6	17.30
Hazleton	118.4	107.7	97.9	4.04
★ Johnstown	133.6	111.1	101.0	9.82
Lancaster	157.1	108.9	99.0	11.64
★ Norristown	186.5	114.4	104.0	6.75
★ Ohio City	109.1	112.2	102.0	2.33
Philadelphia	131.5	106.9	97.2	226.96
★ Pittsburgh	137.0	118.1	107.4	97.40
Reading	125.3	102.5	93.2	14.21

### North Carolina

City	187.3	110.1	100.1	345.26
Asheville	154.3	106.3	96.6	10.11
Charlotte	183.5	104.0	94.5	25.58
★ Durham	149.2	112.1	101.9	10.50
★ Greensboro	195.0	113.1	102.8	20.03
Highpoint	230.5	109.5	99.5	7.22
★ Raleigh	202.9	117.8	107.1	13.74
Salisbury	185.6	104.3	94.8	4.62
Wilmington	179.5	106.7	97.0	6.84
Winston-Salem	210.0	109.2	99.3	15.06

### North Dakota

City	120.6	109.9	99.9	60.42
Fargo	134.9	109.3	99.4	7.48

Ohio	167.4	109.7	99.7	999.90
★ Akron	168.8	115.4	104.9	43.76
Canton	146.1	103.4	94.0	18.03
Cincinnati	148.5	105.6	96.0	74.78
★ Cleveland	148.2	110.3	100.3	140.24
★ Columbus	173.7	110.7	100.6	65.22
★ Dayton	175.2	110.0	100.0	48.82
Elyria	160.4	103.3	93.9	5.49
Hamilton	187.1	108.5	98.6	10.46
★ Lima	164.3	113.1	102.8	9.40
Lorain	170.7	109.8	99.8	7.94
Mansfield	181.0	106.6	96.9	9.65
Middletown	154.9	101.2	92.0	5.61
Portsmouth	149.4	104.7	95.2	6.09
Springfield	161.9	108.8	98.9	12.41
★ Steubenville	186.5	110.8	100.7	8.24
Toledo	138.0	104.0	94.5	43.40
★ Warren	181.5	110.2	100.2	9.93
★ Youngstown	164.9	112.0	101.8	28.63
Zanesville	150.4	106.3	96.6	6.30

Oklahoma	150.8	110.8	100.7	202.62
★ Bartlesville	189.7	118.8	108.0	3.53
★ Muskogee	152.5	118.1	107.4	4.61
Oklahoma City	171.4	107.0	97.3	40.49
★ Tulsa	177.7	112.1	101.9	33.11

## ALTOONA

### Is a TEST MARKET . . . where you can test results easily

We know of no other test market where results of a test campaign can be checked so accurately. Altoona, Pa. is the hub of a 50-mile radius island market.

In this market 143,151 people look to the Altoona Mirror for new goods and services. The Mirror coverage in this island market is 75%. In the Altoona C.Z., the coverage is now 95%. \$34,000,000 was spent for food in metropolitan Altoona last year.

Whether you are seeking a better test market or want to expand your present sales, check carefully the many advantages of using the Altoona Mirror. May we send you our latest market data?

# Altoona Mirror

RICHARD E. BEELER, Advertising Manager

# Plus +

**BLANKET COVERAGE  
OF 50,000 HOMES**

**WWON AM  
FM**  
WOONSOCKET, R. I.

The highest Hooper...  
in every time period.

**8-9 am... 76.7%\***  
**4-6 pm... 75.2%\***

against 7 other stations.

\*January 1957 Hooper

For complete coverage in the \$157,000,000 "plus market" of Rhode Island, you MUST buy WWON radio... broadcasting division of the Woonsocket Call.

Represented By

**NONA KIRBY—Boston**  
**GRANT WEBB—New York**

**COVERS RHODE ISLAND'S  
PLUS + MARKET**

**Don't miss the 3rd!**



...above all don't miss  
**Penn's 3rd**  
largest market!

Are you missing your share of \$21.6 million a year in food sales? You are if you're missing Pennsylvania's 3rd largest market — Bethlehem-Allentown. And it takes the GLOBE-TIMES to reach the Bethlehem families. (All other papers combined don't even cover ½ of them!) Are you covering them?

**The Bethlehem  
Globe-Times**

Rolland L. Adams, Publisher

Gallagher-Delisser, Inc., National Representatives

## HIGH SPOT CITIES RETAIL SALES FORECAST:

See the Survey of  
Buying Power for  
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FOR APRIL, 1957



### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	
vs.	vs.	vs.	April
1948	1956	1956	1957

### Pennsylvania (cont.)

★ Scranton	118.5	110.3	100.3	13.19
Sharon	124.5	104.0	94.5	4.49
Wilkes-Barre	108.2	106.5	96.8	9.43
Williamsport	128.0	105.6	96.0	6.22
York	161.5	102.0	92.7	10.66

### Rhode Island

132.0	104.4	94.9	75.65
Newport	136.5	104.4	94.9
Providence	115.7	104.0	94.5
Woonsocket	110.2	102.5	93.2

### South Carolina

155.3	107.8	98.0	146.27
Charleston	156.0	105.6	96.0
Columbia	165.0	109.0	99.1
Greenville	161.4	108.2	98.4
Spartanburg	117.2	103.7	94.3

### South Dakota

109.3	106.7	97.0	55.90
Aberdeen	96.0	106.3	96.6
★ Rapid City	181.9	110.3	100.3
Sioux Falls	115.9	102.5	93.2

## NEWPORT

**RHODE ISLAND'S  
RICHES MARKET**

Newport is the *Daily News Market*. 65% of the county's income, 67% of its sales are concentrated in the city of Newport... covered 100% by this newspaper. And in the entire county—with \$118,401,000 income, \$63,476,000 retail sales—the Daily News reaches 62 of every 100 homes. Newport is isolated, influenced only by its own daily...

## The Newport Daily News

*Newport County's Only Daily*

**Largest Circulation**

**in Southern Rhode Island**

Represented by

*The Julius Mathews Special Agency, Inc.*

### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	
vs.	vs.	vs.	April
1948	1956	1956	1957

<b>Tennessee</b>	150.3	109.0	99.1	257.48
Chattanooga	143.6	107.9	98.1	19.75
Knoxville	134.2	100.5	91.4	19.35
★ Memphis	149.8	110.7	100.6	57.08
Nashville	163.8	109.3	99.4	32.04

<b>Texas</b>	163.6	111.5	101.4	874.51
Abilene	145.0	104.4	94.9	7.31
Amarillo	167.6	109.1	99.2	15.16
★ Austin	163.4	112.2	102.0	18.05
★ Beaumont	150.4	112.8	102.5	14.16

★ Corpus Christi	189.2	110.1	100.1	19.22
Dallas	177.4	107.4	97.6	90.98
★ El Paso	199.9	113.9	103.5	23.35
★ Fort Worth	166.9	112.6	102.4	50.26
★ Galveston	131.5	124.5	113.2	8.91

★ Houston	193.3	115.3	104.8	109.81
★ Laredo	138.7	112.0	101.8	4.37
★ Lubbock	182.0	115.2	104.7	15.63
★ Port Arthur	160.8	110.0	100.0	8.22
San Angelo	149.0	105.1	95.5	7.06

San Antonio	157.8	106.8	97.1	49.14
Texarkana	123.9	103.7	94.3	5.21
Tyler	154.0	108.1	98.3	7.00
Waco	143.8	104.2	94.7	11.58
Wichita Falls	152.2	102.2	92.9	9.21

<b>Utah</b>	162.3	113.7	103.4	77.15
★ Ogden	155.6	115.1	104.6	8.85
★ Salt Lake City	179.8	112.5	102.3	32.31

<b>Vermont</b>	137.7	112.5	102.3	37.72
★ Burlington	143.6	114.6	104.2	5.56
Rutland	123.8	106.8	97.1	2.96

<b>Virginia</b>	158.7	106.8	97.1	288.45
Danville	129.5	106.6	96.9	5.55
Lynchburg	126.8	102.4	93.1	6.29
Newport News	132.1	103.4	94.0	7.86
Norfolk	159.9	106.7	97.0	30.37

Portsmouth	161.7	106.7	97.0	8.81
Richmond	132.0	106.6	96.9	34.31
Roanoke	135.3	107.4	97.6	12.56

<b>Washington</b>	147.2	109.1	99.2	267.70
Bellingham	88.6	103.7	94.3	3.21
Everett	128.0	103.1	93.7	5.93
Seattle	152.5	106.4	96.7	76.70
★ Spokane	169.4	118.8	100.6	27.48

Tacoma	147.9	105.9	96.3	20.72
Yakima	125.7	106.2	96.5	8.29

<b>West Virginia</b>	134.1	109.6	99.6	141.38
Charleston	135.5	106.5	96.8	15.46
★ Huntington	156.3	110.8	100.7	12.41
★ Wheeling	139.4	110.8	100.7	9.76

## ZOOM BUSINESS WITH BRAND NEW WHISTLE POPS



Pure Candy that "Whistles"

First time available in advertising field. OPERATION LOW COST PROFIT STIMULATOR. Brings MOM and POP in stores, Laundries, Bakeries, Dairies, sells shoes, clothes, soft drinks, etc. Gets repeat business. Our ad imprinted on label. FREE up to 5 lines. Used regularly by Janitor firms. Be first in your locality. Send trial order to day.

H. MEINHARDT CO., 4333 N. Pulaski, Chicago 41

### SALES MANAGER

For established vegetable oil food manufacturer located in the Midwest, selling through distributors, jobbers and brokers, covering areas East of the Rocky Mountains. Employs approximately 25-30 area salesmen. Must have record of sales promotion and be skilled in selecting, training and managing field personnel. State age and details of experience.

Box 3341, Sales Management



**Insure the  
telling  
of your  
whole  
story**

WATCH YOUR SALESMEN REAP EXTRA PREMIUMS EVERY TIME WITH HARD-HITTING VISUAL PRESENTATIONS . . . THAT TELL THE WHOLE STORY FROM START TO FINISH . . . DRAMATICALLY AND EFFECTIVELY.

**PRESERVATION DESIGNERS** DEPT 51  
46 E. 53rd St., N.Y. 22 • EL 5-5590

### WANTED SALESMAN

Mill, warehouse and furniture salesman to sell diversified line of hard-wood plywood paneling and related products. Territories open—mid-west and eastern United States. Salary commensurate with ability. All replies in strict confidence. Box #3443.

**Hotel Lexington**

- All Outside Rooms; Tub, shower
- Radio, TV, Circulating ice water
- Near 5th Ave. Shops, Grand Central

Write for Free Brochure SM

LEXINGTON AVE. at 48th ST. NEW YORK CITY 17

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR APRIL, 1957

### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	
vs.	vs.	vs.	April
1948	1956	1956	1957

Wisconsin	146.5	112.8	102.5	386.11
★ Appleton .....	188.0	128.7	117.0	7.43
★ Beloit-Janesville .....	148.4	110.4	100.4	8.98
★ Green Bay .....	166.4	114.8	104.4	10.10
Kenosha .....	133.5	101.8	92.5	6.65
La Crosse .....	145.6	109.2	99.3	7.21
Madison .....	155.7	104.4	94.9	15.27
★ Milwaukee .....	148.1	113.4	103.1	95.30
Oshkosh .....	125.0	104.1	94.6	5.80
Racine .....	127.3	107.3	97.5	9.16
★ Sheboygan .....	141.5	115.2	104.7	6.01
★ Superior .....	134.4	118.4	107.6	3.87

Wyoming	137.5	112.0	101.8	34.89
★ Casper .....	183.1	114.0	103.6	5.86
Cheyenne .....	153.4	108.4	98.5	5.32

### RETAIL SALES FORECAST

(S.M. Forecast for April, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	
vs.	vs.	vs.	April
1951	1956	1956	1957

### Canada

148.1 112.0 100.0 1,272.10

### Alberta

★ Calgary ..... 176.2 138.1 123.3 26.06  
Edmonton ..... 135.0 107.4 95.9 23.47

### British Columbia

★ Vancouver ..... 162.2 112.4 100.4 61.66  
★ Victoria ..... 157.3 117.0 104.5 11.83

### Manitoba

Winnipeg ..... 20.2 110.2 98.4 30.55

### New Brunswick

Saint John ..... 133.8 107.5 96.0 6.12

### Nova Scotia

Halifax ..... 142.7 109.9 98.1 11.72

### Ontario

Hamilton .....	130.0	106.2	94.8	24.42
London .....	131.7	105.8	94.5	13.62
Ottawa .....	128.0	111.1	99.2	21.85
★ Toronto .....	151.4	112.4	100.4	124.65
Windsor .....	116.9	97.6	87.1	12.54

### Quebec

Montreal .....	148.4	110.5	98.7	123.87
Quebec .....	136.1	109.3	97.6	18.19

### Saskatchewan

★ Regina .....	151.6	120.8	107.9	12.95
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VITAMINS ON THE TABLE, along with the salt and the pepper, may become standard in American households now that "Gevral," a vitamin-mineral supplement, comes packaged in an attractive milk-white apothecary jar. Hazel-Atlas Division of Continental Can Co. designed the jar after a survey showed that people occasionally forget to take their vitamins. If the container, reasoned Hazel-Atlas, had table appeal, maybe people would forget less often. "Gevral" is a product of Lederle Laboratories, Division of American Cyanamid Co.

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John W. Hartman

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Sales Director

Caroline Ciolfi

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Patricia Simon

### DIVISION SALES MANAGERS

New York—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert Hicks, 386 Fourth Ave., New York 16, N. Y. Lexington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

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Agency: St. George & Keyes, Inc.

Norwalk Hour	121
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Agency: The Schuyler Hopper Company

Packer Publishing Company	3
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Agency: Rogers & Smith, Inc.

Peterson Publications	105
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Agency: Compton Advertising, Inc.

Photo-Matic	70
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Agency: The Gerstel Agency, Inc.

Pittsburgh Post-Gazette	109
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Agency: Dublin & Feldman, Inc.

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Agency: Doyle, Dane, Bernbach, Inc.

Portland Press Herald-Express	122
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Agency: Presentation Designers

Agency: David Singer Advertising	22
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Purchasing Magazine

Agency: The Schuyler Hopper Company	22
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Railway Express Agency

Agency: Benton & Bowles, Inc.	107
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Research Institute of America

Agency: The Schuyler Hopper Company	73
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Reynolds Metals Company

Agency: Buchanan & Company, Inc.	49
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Roanoke Times & World News

Agency: The Kaplan Agency, Inc.	44
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St. Paul Dispatch

Agency: E. T. Holmgren, Inc.	95
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Sales Management

Agency: Benton & Bowles Inc.	52-53
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Agency: George F. Koehnke	113
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Agency: J. Carson Brantley Advertising	124
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Salt Lake Television Stations

Agency: David W. Evans & Associates	47
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Agency: Strauchen & McKim	86
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Agency: Posner-Zabin Advertising	68
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Agency: Doyle & McKenna Advertising	76
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Agency: Torkel Gundel Advertising	104
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Stamford Advocate

Agency: John Gilbert Craig, Inc.	121
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This Week Magazine

Agency: Benton & Bowles Inc.	13
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J. Walter Thompson Company

Agency: Agency	6
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United Air Lines

Agency: N. W. Ayer & Son, Inc.	3rd Cover, 90
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United Van Lines

Agency: Kelly, Zahrndt & Kelly, Inc.	55
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WHBF (Moline-Rock Island)

Agency: Clem T. Hanson Company	84
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Wallaces' Farmer & Iowa Homestead

Agency: Olmsted & Foley	112
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Waterville Sentinel

Agency: Agency	123
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Wheaton Van Lines, Inc.

Agency: Poorman, Butler & Associates, Inc.	9
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Woonsocket Call

Agency: Gordon Schonfarber & Associates, Inc.	125
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Young & Rubicam, Inc.

Agency: Agency	91
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## THE SCRATCH PAD

By T. Harry Thompson



Some kind paragrapher on the *Bradenton (Fla.) Herald* offers a blanket alibi for the rest of us: "If at first you don't succeed, that makes you about average."

DIPLOMA: Password.

GOVERNMENT BUREAU: Where the taxpayer's shirt is kept. — *Hotel Monthly*.

Worth writing for: "How advertising can bring you more business in the new U. S. economy," by *The New York Times*.

Curtis News-Briefs says we're swallowing aspirin at the rate of 16-million pounds a year. With the peak around income-tax time, no doubt.

SLUSH-FUND: Appropriation for snow-removal.

TIGHT MONEY: The kind of spending Alcoholics Anonymous is fighting.

Stopper by Cummins plastic binding: "Bound to be read."

There may be a spot somewhere for this coined word: "Customode."

Art Linkletter concedes that horse-power is good, but it was safer when horses had it.

Stopper by Union Carbide's carbon arc: "The sun that never sets."

Helen Howe, who wrote *The Success* (Reader's Digest Condensed Books), picked pat names for a couple of retrievers: "Fetch" and "Carrie."

Colorado's Wayne Welch agency refers to its client, Elcar Fence & Supply Co., as "fencing masters." Nice!

And then there was the psychologist who flipped his id.

Chevrolet did some nice word-juggling with "look" and "like."

"Stop dreaming . . . price it!" says Pontiac. Any law against hinting at the price in an ad?

From where I sit, refills for cartridge-pens will have to get cheaper to compete with standard pens.

Latest estimates show 4,200,000 babies born in the U. S. last year. They can't read but their mommies can. Eh, Mr. Gerber?

Title of Art Ryon's column in the *Los Angeles Times* is pat and pertinent: "Ham on Ryon."

Owners of a motel at Carlsbad, California, picked this name: "Supreme Court." For judges of quality?

Curtain-line by Herb Dickson: "No matter how much you nurse a grouch, it won't get better."

### Silent Salesman

The term "Silent Salesman" was probably first applied to the Stollwerck Chocolate dispenser found in railway-stations and early subways. A penny, a push of the thumb, and out came a tiny stick of chewing-gum or chocolate.

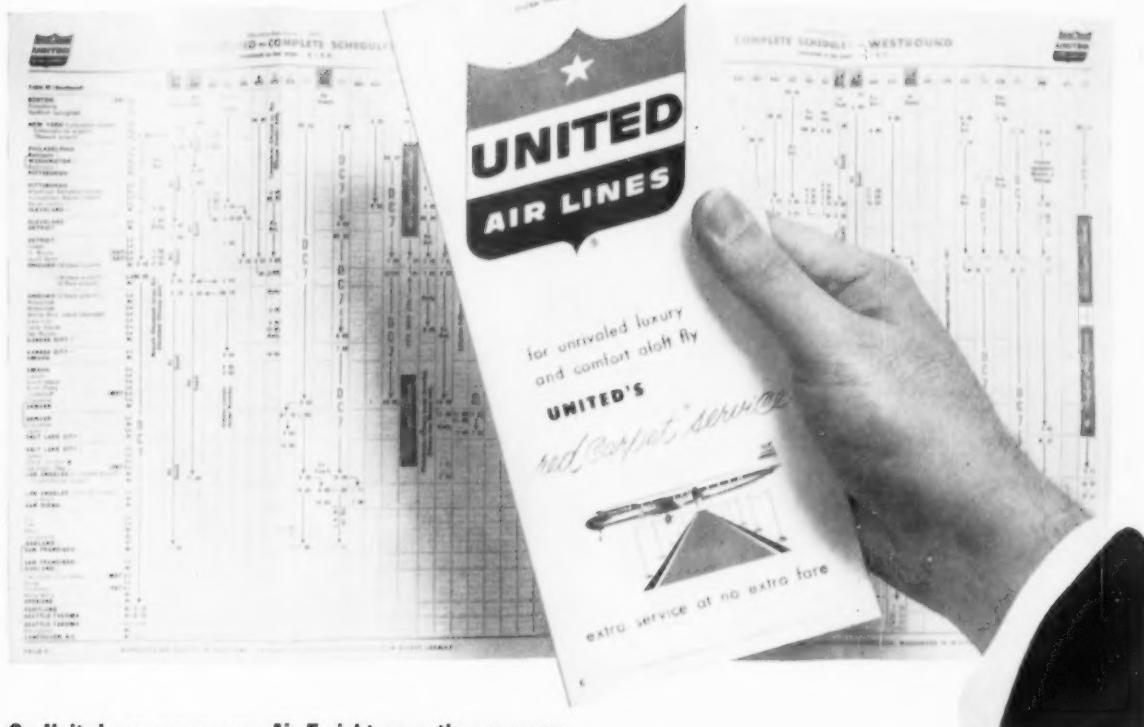
Another Silent Salesman of the era was a life-sized cutout at the point-of-purchase in a retail store, the pioneer of which may have been the pointing Moxie Man. No matter where you moved, his glance and finger followed.

But the greatest Silent Salesman of modern times is seldom mentioned: *Complete air-conditioning!* This is not to belittle the window-box type of room-conditioner, but rather to underscore the importance of central air-conditioning wherever practical.

April is not too early to decide to put this Silent Salesman on your pay-roll. It may even be late. One of our local super-markets was installing complete air-conditioning most of last summer. It was ready to operate shortly before Christmas!

Nor can I forget a Burton Holmes lecture on Alaska when that amazing octogenarian mentioned that it gets up to 90 degrees in Anchorage in mid-summer. So, north or south, there seems no excuse to your reporter for not putting this Silent Salesman on your staff.

# YOU CAN RESERVE AIR FREIGHT SPACE ON ANY FLIGHT IN THIS TIMETABLE



On United, you can reserve Air Freight space the same way you reserve passenger space—and on any of 900 daily flights!

The same United timetable you use to get places quickly and comfortably can be used to schedule large or small Air Freight shipments (from pounds to tons).

Air Freight moves on *all* United flights. And United will reserve space for your shipment on whatever flight you select.

This is called "Reserved Air Freight." It's United's way of handling Air Freight shipments with all the speed, frequency and schedule dependability of regular passenger service. In fact, United will even pick up and deliver your shipment.

To guarantee the space you need on the flight you want, you simply call United's local Air Freight office three hours or more before flight time. They'll clear and hold the space for you.

No other airline does so much to make shipping so fast, so easy, so dependable. And at rates you'll find pleasantly surprising.

**Door-to-door service**

**SHIP FAST...SHIP SURE...SHIP EASY**

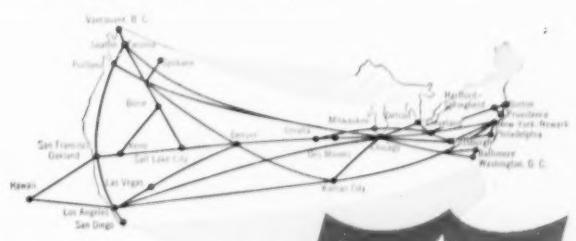


For service, information, or free Air Freight booklet, call the nearest United Air Lines Representative or write Cargo Sales Division, United Air Lines, 36 South Wabash Avenue, Chicago 3, Illinois.

## Examples of United's Air Freight rates

	per 100 pounds*
CHICAGO to CLEVELAND . . . . .	\$4.78
NEW YORK to DETROIT . . . . .	5.90
DENVER to OMAHA . . . . .	6.42
SEATTLE to LOS ANGELES . . . . .	9.80
PHILADELPHIA to PORTLAND . . . . .	24.15
SAN FRANCISCO to BOSTON . . . . .	27.00

\*These are the rates for many commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.





## How to catch fishermen without rod and reel in Chicago

The day was fit for neither man nor beast. But just right for fish, figured Pete and Joe. So early in the yawning our anglers rowed forth.

Now fishing was not only Pete's hobby—but this hobby was also his business. As Admanager of Fin 'n Faddy, manufacturers of fancy fishing tackle, he spent days and dollars trying to land fishermen.

(But back to our piscatorial prattle.) Upon reaching a sheltered cove, Joe flipped a plug neatly among the lily pads. A perfect cast in a perfect spot—but no fish!

"So it goes," said Pete, "you can't always count on fish being where they're supposed to be."



"And the same is true of fishermen," countered Joe, a guy who knew his way around the lake and guided advertisers for the Chicago Tribune. "You'd think you'd find the most prospects for expensive fishing tackle among the cashmere long-john and sports magazine set. But it just ain't so."

And Joe went on to explain:

"Today fishing licenses are being issued by the millions. And even in mass sports stores like the Fish Now-Pay Later chain, high-priced fishing gear is outselling low. Leisure is now *mass* property, and the man with the most leisure is the man in the blue-collared shirt. When he's through with his 40 hours, he's free to do what he pleases. And lots of times he pleases to go fishing."

Just then, as Joe was reeling in his line, there was a sudden swirl and splash! "A strike," yelled Pete, "set the hook and keep a tight line."

And Joe, being a good fisherman as well as a good salesman, did just that.

"As I was saying," coolly continued Joe, playing his prey to the surface, "Chicago is well stocked with fishermen. As one of the nation's biggest industrial centers, it offers you a market with extra money, extra leisure and an extra big interest in sports. (A 31% sporting goods sales increase in the last 6 years.) And it takes an extra big advertising net like the Tribune to get the most out of those waters."



Just then Joe hoisted his finny prize into the boat. "Well," sighed Joe, "if the fish had been stronger, my sales story would have been longer."

"That's O.K., pardner," consoled Pete, "you had him on long enough to catch me."

Now maybe you sell tapioca or teapots instead of tackle, but this fish story applies to you, too. If you want to land your limit of Chicago customers, remember this tried and true advice: It always pays to check with the guide who knows the local waters. And nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune.

# Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

